

Hr Management Evaluation PT. Bank Rakyat Indonesia (PERSERO) Tbk Toboali Branch Office

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Abstract. *PT. Bank Rakyat Indonesia (Persero) Tbk is one of the state-owned financial institutions that places HR management as a key pillar in achieving its vision of becoming “The Most Valuable Banking Group in Southeast Asia and Champion of Financial Inclusion.” BRI aims to become the banking group with the highest value in the Southeast Asia region, both in terms of market capitalization, performance, and corporate image and is committed to being a leader in financial inclusion, namely providing financial services to all levels of society, especially the micro, small, and medium enterprises (MSMEs) segment and communities that have not been reached by banking services. Therefore, the quality and proper management of HR are key factors in operational success and innovation at BRI. Based on opengovasia.com and ir-bri.com regarding ESG: Human Rights BRI explains that BRI places HR as a strategic asset that supports digital transformation and business expansion, BRI implements career acceleration programs such as BRI Fast Track to develop young leaders who will fill strategic positions in the future, BRI is committed to developing employee competencies, both technical, managerial, and soft skills, BRI implements a performance management system based on Key Performance Indicators (KPI) to measure and evaluate employee performance, and BRI implements HR management in accordance with government regulations and good governance standards, including in terms of employment contracts, employee rights, and industrial relations. This study aims to obtain a comprehensive overview of the effectiveness of human resource management at BRI KCP Toboali, while also generating strategic recommendations for improving the employee management system to support service quality and achieve organizational targets.*

Keywords: Bank; Evaluation; Management; PT.

1. Introduction

Human Resource Management (HRM) plays a crucial role in determining the success of an organization, particularly in the financial services sector such as banking, which relies heavily on the competence, performance, and service of its employees. According to Robbins & Judge (2020), in their book *Organizational Behavior*, 18th edition, human resources are organizational assets consisting of individuals with skills, knowledge, and abilities that can be used to achieve organizational goals. Furthermore, according to Hasibuan, Malayu SP (2022), human resources are people who work and function as the driving force of the organization, both as thinkers, implementers, and planners in achieving goals. Furthermore, existing human resources need to be managed to maximize employee potential, maintain a balance between organizational goals and employee needs, conduct effective recruitment and selection, handle conflicts, and create a harmonious work environment.

PT. Bank Rakyat Indonesia (Persero) Tbk is one of the state-owned financial institutions that places HR management as a key pillar in achieving its vision of becoming “The Most Valuable Banking Group in Southeast Asia and Champion of Financial Inclusion.” BRI aims to become the banking group with the highest value in the Southeast Asia region, both in terms of market capitalization, performance, and corporate image and is committed to being a leader in financial inclusion, namely providing financial services to all levels of society, especially the micro, small, and medium enterprises (MSMEs) segment and communities that have not been reached by banking services. Therefore, the quality and proper management of HR are key factors in operational success and innovation at BRI. Based on opengovasia.com and ir-bri.com regarding ESG: Human Rights BRI explains that BRI places HR as a strategic asset that supports digital transformation and business expansion, BRI implements career acceleration programs such as BRI Fast Track to develop young leaders who will fill strategic positions in the future, BRI is committed to developing employee competencies, both technical, managerial, and soft skills, BRI implements a performance management system based on Key Performance Indicators (KPI) to measure and evaluate employee performance, and BRI implements HR management in accordance with government regulations and good governance standards, including in terms of employment contracts, employee rights, and industrial relations.

BRI KCP Toboali as one of the BRI KCP in the Bangka Belitung Islands Province also continues to encourage the strengthening of HR capacity at the Sub-Branch Office (KCP) level. BRI KCP Toboali, located in South Bangka Regency, is one of the spearheads of public banking services in the region. HR management at BRI KCP Toboali has been implemented in accordance with regulations set by the Head Office. However, in recent years (2023-2025), phenomena have begun to emerge that indicate the need for an evaluation of the HR management system at the BRI KCP Toboali office. Based on the results of initial observations, several issues have emerged, including: (1) High turnover of contract and intern employees of 5 people, which has implications for service continuity; (2) Customer complaints regarding the responsiveness and professionalism of frontline officer services.

Therefore, to examine this condition academically and systematically, this evaluation will refer to several benchmark theories of HR management, including:

- a. Maslow's Theory of Needs and Herzberg's Two Factor Theory: Used to evaluate employee motivation and job satisfaction.
- b. Strategic Human Resource Management Model (Schuler & Jackson): Links human resource management to organizational strategy, including human resource planning, recruitment, training, performance evaluation, and retention.
- c. Harvard Framework Model for HRM: As a holistic framework in evaluating the relationship between HR policies, work results, and employee well-being.

Several previous studies reinforce the urgency of this study. For example, research by Sari (2021) showed that the mismatch between performance appraisals and compensation systems at BRI KCP Bandung resulted in declining employee morale. Research by Yusuf & Marbun (2022) also concluded that the success of banking services is highly dependent on the intensity of training and fair job rotation in human resource management. This study aims to obtain a comprehensive overview of the effectiveness of human resource management at BRI KCP Toboali, while also generating strategic recommendations for improving the employee management system to support service quality and achieve organizational targets.

2. Research Methods

This research is an evaluative research using a mixed methods approach, which combines quantitative and qualitative approaches in the process of collecting, analyzing, and interpreting data. Evaluative research is used because it aims to assess the implementation of human resource management (HR) at PT. Bank Rakyat Indonesia (Persero) Tbk Toboali Branch Office, identify problems that occur, evaluate the suitability of the HR management system implemented, and formulate strategies to strengthen HR management based on the evaluation results.

A quantitative approach was used to obtain a picture of the actual state of HR management based on employee perceptions through the distribution of questionnaires. Quantitative data were analyzed using descriptive statistics to illustrate the level of HR management implementation for each indicator studied, such as workload, HR limitations, employment status, training, coordination, and career development.

3. Results and Discussion

3.1. Identifying the actual condition of human resource management (HR) at BRI KCP Toboali



Figure 3.1 Work division diagram

The division of tasks is a crucial function in human resource management. According to HR management theory, a clear division of tasks creates role clarity, reduces overlapping tasks, improves coordination, and promotes organizational effectiveness and efficiency. Conversely, an unclear division of tasks can lead to role conflict, confusion in work execution, decreased work motivation, and even reduced quality of customer service.

Therefore, in a banking organization such as PT. Bank Rakyat Indonesia (Persero) Tbk. Toboali Branch Office, the division of tasks must be arranged based on the organizational structure, job descriptions, employee competencies, and operational needs so that each employee understands their responsibilities and performance targets.

Based on the results of distributing questionnaires to respondents, the results obtained were that 56.3% of respondents stated Strongly Agree (SS) and 43.8% of respondents stated Agree (S) to the statement "The division of work tasks is carried out clearly." There were no respondents who chose the Disagree or Strongly Disagree categories.

These results indicate that all respondents gave a positive assessment of the task allocation system at BRI KCP Toboali. The predominance of "Strongly Agree" responses indicates that the majority of employees understand their respective duties, functions, and responsibilities

according to their positions. Furthermore, the absence of negative responses indicates that the implemented task allocation minimizes role ambiguity in work execution.

These findings indicate that the HR management system, in terms of work organization, has been operating effectively. Clear division of tasks allows employees to carry out their work in a more focused manner, accelerates coordination between work units, reduces the potential for duplication of work, and increases individual accountability in achieving organizational goals.

For banking organizations, a clear division of duties also impacts the quality of customer service. Each employee understands the boundaries of their authority and responsibilities, enabling faster, more accurate service processes and adherence to company operational standards. This supports the operational performance of BRI KCP Toboali.

However, these very positive results do not mean that the task allocation system does not require evaluation. Dynamic business environments, developments in banking technology, regulatory changes, and the presence of contract workers and interns require organizations to periodically review task allocations. These adjustments are essential to ensure that task allocation remains proportional, aligned with employee competencies, and able to accommodate changing operational needs.

Thus, it can be concluded that the division of work tasks at PT. Bank Rakyat Indonesia (Persero) Tbk. Toboali Branch Office has been implemented well and has become one of the strengths in the implementation of HR management. Going forward, the organization needs to maintain this condition through regular evaluation of job descriptions, adjustments to workloads, and strengthening coordination between employees to maintain organizational effectiveness.

2. Penempatan pegawai sesuai dengan kemampuan dan kompetensi.

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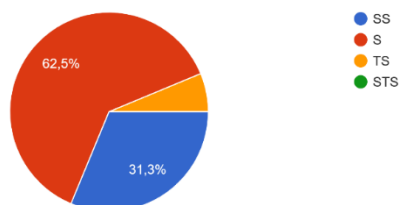


Figure 3.1.1 Employee placement diagram according to ability and competence

Employee placement is a strategic function in human resource management, aiming to ensure that each employee is placed in a position that aligns with their abilities, competencies, experience, and job characteristics. The principle of "the right man in the right place" is

fundamental to modern HR management, as proper placement will increase productivity, work effectiveness, employee satisfaction, and the quality of organizational services. Conversely, placing employees who do not match their competencies can lead to low performance, increased error rates, decreased motivation, and potentially hinder the achievement of organizational goals.

In the banking industry, including PT. Bank Rakyat Indonesia (Persero) Tbk. Toboali Branch Office, employee placement based on competency is crucial, given that each position has different competency standards, responsibilities, and job risks. Therefore, organizations are required to implement an objective placement system that considers both technical competencies (hard competencies) and behavioral competencies (soft competencies).

Based on the results of the questionnaire distribution, the results obtained were that 31.3% of respondents stated Strongly Agree (SS), 62.5% stated Agree (S), and 6.3% stated Disagree (TS) to the statement "Employee placement according to abilities and competencies." The results show that 93.8% of respondents gave a positive assessment, while 6.3% of respondents gave a negative assessment.

These findings indicate that the employee placement system at BRI Toboali Branch Office has generally been running well. The majority of respondents assessed that employees are placed according to their abilities and competencies, thus supporting the smooth execution of tasks and providing services to customers. This indicates that the employee placement policy considers competency as a fundamental element in human resource management.

However, the remaining 6.3% of respondents disagreed, indicating that a small percentage of employees believe that placements do not fully align with their abilities or competencies. While this is a relatively small percentage, this finding warrants attention as it could indicate a gap between individual competencies and the job demands of a particular position.

In the operational context of BRI KCP Toboali, this condition can be influenced by several factors.

First, the limited number of employees in branch offices often requires employees to multitask beyond their primary duties. This situation means that employee placement is not always based solely on specialized competencies but also takes into account the organization's operational needs.

Second, the presence of contract workers and interns also influences employee placement dynamics. In the early stages of employment, contract workers and interns are still adapting, so they are sometimes given general tasks before receiving more specific assignments tailored to their competencies. This is part of the learning process, but if it persists too long, it can create the perception that the placement doesn't fully align with their abilities.

Third, the development of digital banking services requires employees to have increasingly diverse competencies. Therefore, organizations need to regularly conduct competency mapping to ensure employee placements remain aligned with changing business needs and technological developments.

From an HR management evaluation perspective, this study shows that the employee placement system at BRI KCP Toboali meets the competency matching principle, but still requires improvement, particularly in the management of contract workers and interns. Placement supported by competency mapping, regular evaluations, and ongoing training programs will increase employee productivity while strengthening the quality of customer service.

Thus, it can be concluded that employee placement at PT. Bank Rakyat Indonesia (Persero) Tbk. Toboali Branch Office has been running well, as reflected by the dominant positive assessment of 93.8%. Nevertheless, the organization still needs to evaluate the employee placement mechanism, especially for contract workers and interns, so that each employee can work optimally according to their competencies and be able to make maximum contributions to achieving organizational goals.

3. Saya mendapatkan arahan kerja yang jelas dari atasan.
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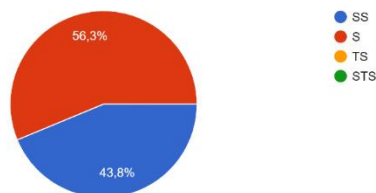


Figure 3.1.2 Clear work direction diagram

Work direction from superiors is a crucial function in human resource management, particularly in the areas of directing and leadership. According to management theory, directing is the process of providing guidance, direction, motivation, and communication to employees so they can carry out their tasks in accordance with organizational goals. In HR management practice, clear work direction creates role clarity, improves coordination, reduces errors, and encourages higher productivity and service quality.

In banking organizations, clear work directions are crucial because operational activities are carried out based on Standard Operating Procedures (SOPs), regulatory requirements, and performance targets that must be consistently achieved. Therefore, leaders are expected to deliver clear instructions, provide guidance to employees, coordinate continuously, and

provide feedback on work implementation. This ensures that each employee understands their duties, responsibilities, authority, and the work targets they must achieve.

Based on the results of distributing questionnaires to respondents, the results obtained were that 43.8% of respondents stated Strongly Agree (SS) and 56.3% of respondents stated Agree (S) to the statement "I get clear work directions from my superiors." There were no respondents who gave Disagree (TS) or Strongly Disagree (STS) answers. Thus, all respondents (100%) gave a positive assessment of this indicator.

3.2. Identifying the factors causing HR problems

1. Beban kerja yang tinggi memengaruhi pelaksanaan pekerjaan.
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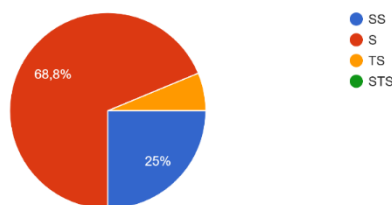


Figure 3.2.1 Diagram of the influence of workload on work execution

Workload is a crucial aspect of human resource management, relating to the amount, complexity, and completion time of an employee's responsibilities. From an HR management perspective, proper workload management aims to create a balance between individual capacity and job demands, enabling employees to work productively without experiencing excessive fatigue. An appropriate workload will increase work effectiveness, service quality, and employee job satisfaction. Conversely, an excessively high workload can lead to workload pressure, stress, fatigue, decreased productivity, increased risk of work errors, and potentially reduced quality of service to customers.

In banking organizations, workload management is becoming increasingly important because employees are not only required to achieve business targets but also to provide fast, accurate service in accordance with applicable operational and regulatory requirements. Therefore, organizations should conduct regular workload analyses to ensure work distribution aligns with the number of employees, their competencies, and the capacities of each individual.

Based on the results of the questionnaire distribution, the results obtained were that 25% of respondents stated Strongly Agree (SS), 68.8% stated Agree (S), and 6.3% stated Disagree (TS) with the statement "High workload affects job implementation." Thus, as many as 93.8% of respondents admitted that high workload affects job implementation, while only 6.3% had a different perception.

These findings indicate that workload is a factor perceived by most employees as affecting the effectiveness of their work at BRI KCP Toboali. The high percentage of Agree and Strongly Agree responses indicates that employees face significant work demands in carrying out daily operational activities. However, the results of the previous indicator indicate that task allocation, work direction, communication, training, and the performance evaluation system received positive ratings. This indicates that employees are still able to carry out their jobs effectively despite facing a relatively high workload.

From an HR management perspective, this situation can be understood as a consequence of the operational characteristics of sub-branch offices, which generally have a smaller number of employees than main branch offices, while still requiring business targets and service standards to be met. As a result, an employee often handles several job functions (multitasking), especially during periods of high transaction volume or when there are urgent operational needs. If this situation persists without resource adjustments, there is a risk of decreased productivity, increased work fatigue, and an increased potential for operational errors.

These findings are also closely related to the management of contract workers and interns. In operational practice, the presence of contract workers and interns can help reduce the workload of permanent employees, particularly in administrative tasks and basic services. However, if the division of tasks among contract workers and interns is not accompanied by adequate guidance, training, and mentoring, the expected benefits will not be optimally achieved. Therefore, the management of non-permanent workers needs to be systematic to support operational effectiveness and become part of a strategy to strengthen human resource management.

The 6.3% of respondents who disagreed also indicates that perceptions of workload are not entirely uniform. These differences can be influenced by variations in job type, work experience, position, or individual ability to manage workload. Therefore, workload evaluation cannot be conducted in a general manner but rather requires considering the characteristics of each work unit and position to ensure a more proportional distribution of work.

Based on the results of the discussion, it can be concluded that workload is one of the factors that influence the implementation of work at PT. Bank Rakyat Indonesia (Persero) Tbk. Toboali Branch Office. The high level of respondent agreement indicates that workload management is still an aspect that needs attention in HR management evaluation. Therefore, the company is advised to conduct regular workload analysis, adjust work distribution to the number and competency of employees, optimize the role of contract workers and interns according to their capacity, and strengthen training and mentoring programs so that all human resources can work productively without reducing the quality of service to customers.

2. Keterbatasan jumlah SDM memengaruhi efektivitas kerja.
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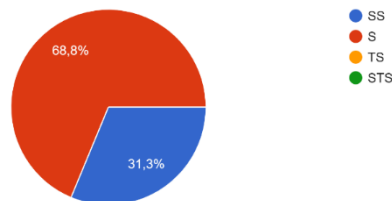


Figure 3.2.2 Diagram of the influence of limited number of human resources on work effectiveness

The number of human resources (HR) is one of the factors that determines the operational effectiveness of an organization. From a human resource management perspective, organizations must ensure that the number of employees is balanced with the volume of work, task complexity, and organizational targets. The availability of adequate HR allows for proportional division of labor, increasing productivity, accelerating work completion, and maintaining the quality of service to customers. Conversely, if the number of HR is not commensurate with the workload, employees will face higher work pressure, potentially decreasing work effectiveness, increasing the risk of operational errors, and reducing service quality.

In the banking sector, adequate human resources are crucial because bank operations require precision, speed, adherence to procedures, and excellent customer service. Therefore, companies should conduct regular human resource planning through workload analysis, job analysis, and employee needs projections to ensure the available personnel are sufficient to support the achievement of business and operational targets.

Based on the results of the questionnaire distribution, the results obtained were that 31.3% of respondents stated Strongly Agree (SS) and 68.8% of respondents stated Agree (S) to the statement "Limited number of human resources affects work effectiveness." All respondents gave a positive assessment to the statement, which shows that they feel the limited number of human resources as a factor that affects the effectiveness of work implementation.

These findings indicate that limited staffing is a key issue in human resource management at BRI Toboali Branch Office. The high level of respondent agreement indicates a shared perception that the available human resources are not yet fully commensurate with operational demands. This situation has the potential to increase individual workloads, lead to multiple tasks being performed simultaneously (multitasking), and reduce the time available to complete work optimally.

When linked to the research findings on the previous indicator, namely "high workloads affect job performance," the two findings reinforce each other. The majority of respondents

assessed that high workloads affect job performance, while simultaneously accusing limited human resources as a primary cause of this condition. Thus, there is a logical relationship between limited human resources and increasing employee workloads. This suggests that one of the root problems in human resource management at BRI KCP Toboali is the suboptimal balance between workforce needs and work volume.

In the operational context of a sub-branch office, this situation is understandable, as the number of employees is relatively small compared to the main branch office, while the demands of achieving business targets, providing customer service, and completing administrative tasks must still be met. Consequently, some employees must handle more than one job function as operational needs dictate. While this work pattern can increase organizational flexibility, if it continues without adequate human resource support, it risks decreased work effectiveness, increased fatigue, and reduced service quality.

These findings also have implications for the management of contract workers and interns, the focus of this research. Contract workers and interns can be an alternative way to help meet labor needs in certain operational activities. However, the effectiveness of their contribution depends heavily on the recruitment process, competency-based placement, adequate training, and mentoring. Without proper management, increasing the workforce will not necessarily improve organizational effectiveness.

From an HR management evaluation perspective, this study suggests that companies need to strengthen their HR needs planning processes through workload analysis and job analysis. In addition to considering additional personnel for high-load functions, companies should also optimize work distribution, improve employee competency through training, and leverage digital work processes to improve operational efficiency.

Based on the results of the discussion, it can be concluded that the limited number of human resources is one of the factors that affect work effectiveness at PT. Bank Rakyat Indonesia (Persero) Tbk. Toboali Branch Office. All respondents stated that the limited number of human resources affects work implementation, so this finding is one of the evidences of a gap between operational needs and the availability of human resources. Therefore, the company needs to evaluate the planning of human resource needs, redistribute the workload, optimize the utilization of contract workers and interns, and increase efficiency through competency development and digital transformation so that work effectiveness can continue to be improved.

3.3. Evaluate the suitability of the currently implemented HR management system

1. Sistem manajemen SDM yang diterapkan sesuai kebutuhan organisasi.
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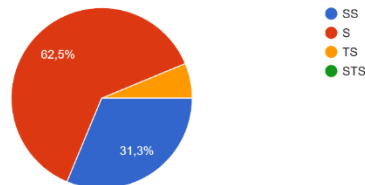


Figure 3.3.1 The HR management system diagram is implemented according to the needs of the organization.

Human resource management (HRM) is a set of policies and practices designed to effectively manage human resources to support the achievement of organizational goals. An HRM system encompasses various functions, such as human resource planning, recruitment, placement, training and development, performance appraisal, compensation, career development, and labor relations. According to HRM theory, a good system must be able to align organizational needs with employee competencies, creating a balance between company goals and human resource development.

In banking organizations, HR management systems should be designed in an integrated, adaptive, and competency-based manner. Such systems should not only meet current operational needs but also support digital transformation, service quality improvement, business target achievement, and continuous employee competency development. Furthermore, HR management systems must accommodate the management of permanent employees, contract workers, and interns in a proportional manner to ensure all human resources can optimally contribute to the organization.

Based on the results of the questionnaire distribution, the results obtained were that 31.3% of respondents stated Strongly Agree (SS), 62.5% stated Agree (S), and 6.3% stated Disagree (TS) to the statement "The HR management system implemented is in accordance with the needs of the organization." Thus, as many as 93.8% of respondents gave a positive assessment, while 6.3% of respondents gave a negative assessment of the suitability of the HR management system implemented at PT. Bank Rakyat Indonesia (Persero) Tbk. Toboali Branch Office.

These findings indicate that, in general, the HR management system at BRI KCP Toboali has been assessed as meeting organizational needs. The high percentage of Agree and Strongly Agree responses indicates that HR management policies and practices have effectively supported work execution, employee organization, and the achievement of the company's

operational goals. This also indicates that the majority of employees have a positive perception of the implementation of HR management functions.

When these results are compared with the previous indicators, there is a consistency in respondents' perceptions. The division of tasks is considered clear, employee placement is assessed as appropriate to competency, work directions from superiors are well-executed, internal communication is effective, training facilitates work execution, and the performance evaluation system is considered well-functioning. These findings reinforce the overall efficacy of the HR management system in supporting the operational needs of BRI KCP Toboali.

However, the 6.3% of respondents who disagreed indicated that the HR management system did not fully meet the expectations of all employees. Furthermore, research findings on other indicators revealed persistent perceptions of high workloads, limited human resources, limited career development opportunities, and the impact of contract status on work motivation. These findings indicate that while the HR management system is generally functioning well, several aspects still need improvement to better align with the needs of the organization and employees.

In the context of HR management evaluation, the results of this study indicate that the company has a sound HR system foundation, but its implementation effectiveness can still be improved. Improvements should focus on HR needs planning, equalizing workloads, providing more structured career development, and strengthening the management of contract workers and interns. Thus, the HR management system will not only support the achievement of operational targets but also increase employee satisfaction, motivation, and engagement with the organization.

These findings also have important implications for the management of contract workers and interns, the focus of this research. An effective HR management system should integrate recruitment, orientation, training, coaching, performance evaluation, and competency development for contract workers and interns. Structured management will accelerate the adaptation process, increase productivity, and prepare human resources with competencies aligned with organizational needs.

Based on the results of the discussion, it can be concluded that the HR management system implemented at PT. Bank Rakyat Indonesia (Persero) Tbk. Toboali Branch Office is generally in accordance with the organization's needs. This is indicated by 93.8% of respondents who gave a positive assessment of the implemented system. However, the results of the study also identified several aspects that still require improvement, especially related to workload management, the adequacy of the number of HR, career development, and the management of contract workers and interns. Therefore, the company needs to conduct continuous evaluation and improvement so that the HR management system is increasingly adaptive to

organizational needs, developments in the business environment, and employee expectations.



Figure 3.3.2 HR policy diagram is applied consistently

Human resource management (HRM) policies are guidelines that govern various aspects of employee management, from recruitment and placement, training, career development, performance appraisals, to employee rewards and development. From an HRM perspective, the success of a policy is determined not only by the quality of its formulation but also by the consistency of its implementation. Consistently implemented policies foster a sense of fairness, increase employee trust in the organization, strengthen work discipline, and support a positive organizational culture.

In banking organizations, consistent implementation of HR policies is crucial because all operational activities must be carried out based on standard operating procedures (SOPs), good corporate governance principles, and regulatory compliance. Therefore, ideally, every HR policy should be applied fairly, transparently, and consistently to all employees, regardless of position or employment status. This consistency will increase job certainty and strengthen employee commitment to the organization.

Based on the results of the questionnaire distribution, the results obtained were that 18.8% of respondents stated Strongly Agree (SS), 75% stated Agree (S), and 6.3% stated Disagree (TS) to the statement "HR policies are implemented consistently." Thus, as many as 93.8% of respondents gave a positive assessment, while 6.3% of respondents gave a negative assessment of the consistency of HR policy implementation at PT. Bank Rakyat Indonesia (Persero) Tbk. Toboali Branch Office.

These findings indicate that employees generally assess that HR policies have been consistently implemented to support the organization's operational implementation. The predominance of "Agree" responses indicates that policies related to task allocation, employee placement, training, performance evaluation, and coaching have been implemented relatively uniformly in accordance with applicable regulations. This demonstrates that the implementation of HR policies has provided certainty for employees in carrying out their duties and responsibilities.

When the results of this study are compared with the previous indicators, a mutually supportive relationship is evident. Positive assessments of the clarity of task allocation, the appropriateness of employee placement to competencies, the effectiveness of communication between superiors and employees, the implementation of training, and the performance evaluation system indicate that various HR policies have been effectively implemented in daily operational activities. This situation strengthens respondents' perception that HR policies at BRI KCP Toboali are not merely formulated as administrative guidelines but are also consistently implemented.

However, 6.3% of respondents still disagreed, indicating that a small percentage of employees perceive that HR policy implementation is not yet fully consistent. These differences in perception can be influenced by work experience, work unit, position, or differences in understanding of the implementation of certain policies. Furthermore, previous research also indicates that there are still perceptions of high workloads, limited human resources, limited career development opportunities, and the influence of contract status on work motivation. These conditions indicate that although HR policies have been implemented consistently, their effectiveness still needs to be improved in several aspects so that the benefits can be felt evenly by all employees.

In the context of HR management evaluation, this study's findings demonstrate that consistent policy implementation is an organization's strength. However, consistent policy implementation must be balanced with regular evaluations of its relevance and effectiveness. Organizations are not only required to implement policies uniformly but also to ensure that policies meet operational needs, business developments, and employee expectations. Therefore, HR policy evaluation must be conducted continuously as part of the HR management improvement process.

These findings also have implications for the management of contract workers and interns. Consistent policy implementation across orientation, training, coaching, performance evaluation, and feedback will foster a sense of fairness and enhance the work motivation of these groups. Despite differences in employee status, HR management principles related to competency development, communication, and performance assessment must still be applied objectively and proportionally to ensure all employees have the opportunity to develop according to their roles within the organization.

Based on the results of the discussion, it can be concluded that the HR policy at PT. Bank Rakyat Indonesia (Persero) Tbk. Toboali Branch Office has generally been implemented consistently. This is evidenced by 93.8% of respondents who gave a positive assessment of the implementation of HR policies. However, the results of the study also show that there are still a small number of respondents who have different perceptions and several aspects of HR management that require improvement, especially related to workload management, the adequacy of the number of HR, career development, and management of contract workers.

Therefore, the company needs to maintain the consistency of the implementation of HR policies while conducting continuous evaluation and improvement so that the HR management system is more effective in supporting the achievement of organizational goals.

4. Conclusion

Current condition of HR Management, The actual condition of HR management at PT. Bank Rakyat Indonesia (Persero) Tbk KCP Toboali has been running well, as indicated by the results of the questionnaire distribution where the majority of respondents gave an assessment of "Agree" and "Strongly Agree" to the HR management indicators. This indicates that the implementation of HR functions, such as the division of work tasks, coordination, communication, training, and work relations have been implemented quite effectively and support the implementation of organizational operations. Factors Causing Human Resource Problems, Based on the research results, it can be concluded that the factors causing Human Resource Management (HR) problems at PT. Bank Rakyat Indonesia (Persero) Tbk Toboali Branch Office originate from several interrelated aspects in the implementation of HR management functions. The first factor is the relatively high workload, where the majority of respondents stated that the workload affects the implementation of work. This condition indicates that the volume of work to be completed is not fully balanced with the capacity of available human resources, thus potentially affecting employee work effectiveness. The second factor is limited human resources.

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