

# Penyelarasan Human Resource Strategy Antara Induk dan Anak Usaha Menggunakan Pendekatan Corporate Parenting (Studi Kasus Pada Pos Indonesia Group) = Human resource strategy Alignment Between Parent Company and Its Subsidiaries Using Corporate Parenting Approach (Case Study of Pos Indonesia Group)

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## Abstrak

Transformasi BUMN menjadi perusahaan multi bisnis memunculkan tantangan baru termasuk dalam hal pemilihan Strategi SDM. Sebagai salah satu faktor keunggulan bersaing, pengelolaan sumber daya manusia perlu diselaraskan baik di induk maupun anak perusahaan. Penelitian ini bertujuan untuk mengevaluasi peran corporate parenting dalam penyelarasan Strategi SDM di Pos Indonesia Group. Peneliti mengevaluasi pelaksanaan corporate parenting dibandingkan dengan konsep teoretis dan kondisi akhir yang ingin dicapai. Pendekatan studi kasus digunakan dalam penelitian ini. Pengumpulan data dilakukan melalui wawancara dan document review. Hasil penelitian menunjukkan bahwa strategic control sebagai model corporate parenting di Pos Indonesia Group berperan penting dalam menyelaraskan strategi sumber daya manusia, terutama terkait pembagian peran induk dan anak perusahaan dalam mengelola sumber daya manusia, menentukan prioritas penyelarasannya, serta membentuk ekosistem bisnis untuk kepentingan talent development. Strategic control juga berperan dalam menurunkan tingkat kendali induk sekaligus mendorong anak perusahaan menjadi lebih otonom

.....The transformation of State-Owned Enterprise into a multi-business company raises new challenges, including the selection of HR strategies that can be implemented both in the parent company and subsidiaries. As one of the factors of competitive advantage, human resource strategies across all entities need to be aligned. This study aims to evaluate the role of corporate parenting in aligning HR strategies in Pos Indonesia Group. Researchers evaluate the implementation of corporate parenting compared to the theoretical concept and the desired state to be achieved. A case study approach is used in this research. Data was collected through interviews and document review. The results show that strategic control as a corporate parenting model at Pos Indonesia Group has various roles in aligning human resource strategies, especially related to regulating the role of the parent company and subsidiaries in managing human resources, determining alignment priorities, and forming a business ecosystem for the benefit of talent development. Strategic control also plays a role in reducing the controlling role which is currently still dominated by the parent company while at the same time encouraging subsidiaries to become more autonomous.