

Analysis of Outsourcing Service Strategy: Case Study at PT. Oki Benjaya Persada

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Abstrack

This study uses a qualitative method with a descriptive approach, which involves describing and analyzing the identified issues. In qualitative research, primary and secondary data form the foundation of the study. Primary data in this research were collected through interviews, observation, and documentation, while secondary data were gathered from articles, books, and previous research relevant to the study. The researcher also collected data through questionnaires filled out by 15 participants, employees of PT. Oki Benjaya Persada, as the sample. Choosing a strategy requires a process to ensure that the strategy implemented is appropriate, as the application of strategies today is closely tied to the business world. Outsourcing refers to the use of labor from a service provider to perform tasks for another company. In management, outsourcing means delegating the daily operations and management of a business process to an external party. The purpose of this study is to understand the outsourcing service strategy employed by PT. Oki Benjaya Persada, including service procedures and how the company improves its service strategies to clients. The results of this study show that most employees agree that PT. Oki Benjaya Persada has implemented service strategies in accordance with the established procedures, and clients are satisfied with the services provided. However, the company has not fully implemented solutions to enhance its service strategies, as evidenced by the employees' limited ability to perform tasks that address existing issues.

Keyword: *Outsourcing, Strategy, Service*

1. Introduction

In modern times, business competition is getting tighter, making companies have challenges in managing human resources, operational costs, and work efficiency. This situation makes companies use outsourcing services as a solution. Outsourcing services must be viewed in the long term because companies must focus on managing workers' career development and efficiency in the work sector. Because many companies are engaged in outsourcing, outsourcing companies must have a strategy to meet customer needs. Service strategy is very important for outsourcing companies. A strategy is a series of planning steps used to achieve predetermined goals through consistent actions based on joint decisions and taking into account customer needs (Riani, 2021). Service is an important element to increase customer satisfaction, in order to improve service, if the services provided are sufficient, so that consumers will be satisfied and vice versa (Prihandoyo, 2019).

This research was conducted at PT. Oki Benjaya Persada which is an outsourcing company. Researchers conducted pre-research by distributing questionnaires to 15 employees of PT. Oki Benjaya Persada regarding their opinions about outsourcing services carried out by the company.

The results of the questionnaire showed that from a total of 15 respondents taken as samples, 40% answered "Already" and 33.3% answered "Neutral" and 26.07% answered "Not yet" when asked whether the company had done the best service. From the results of this pre-research, it can be seen that many respondents' opinions in responding to this online questionnaire agree. This is in accordance with the results of observations made by the author. Pre-research results show that out of a total of 15 respondents taken as samples, 26.7% answered "Already" and 33.3% answered "Neutral" and 40% answered "Not yet" When asked whether the company has faced the challenges that have arisen. From the results of this pre-research, it can be seen that many respondents' opinions in responding to this online questionnaire have not agreed. This is in accordance with the results of observations made by the author.

Apart from that, the interaction of this research is to discuss the strategies carried out by PT Oki Benjaya Persada in providing services with qualitative research methods using data collection techniques carried out by means of observation, interviews and

documentation. So this research aims to complement previous research by conducting research at PT. Oki Benjaya Persada. Service system analysis is important for PT. Oki Benjaya Persada because it can provide an understanding of service strategies to maintain operational sustainability. Based on the discussion and problems that arise, the authors want to examine further the service strategy, with the existing problems the authors take the title "**Analysis of Outsourcing Service Strategy: Case Study at PT Oki Benjaya Persada**".

2. Literature Review

2.1 Definition of Strategy

For businesses, strategy is a crucial first step in figuring out how to compete in the market. According to (Freddy Rangkuti, 2013), the word strategy is derived from the Greek

word strategies, which means "Art and General," and describes a thorough master plan to accomplish objectives based on the company's mission. Businesses use their resources and expertise to implement it in a way that yields effective and efficient results. Additionally, strategy serves as the primary manual that demonstrates how companies accomplish long-term objectives in an organized way. In the current era, where strategy is closely tied to the realm of business and economics, such as outperforming rivals or controlling the market, the strategy selection process is crucial to ensuring relevance and effectiveness in market competition.

(Umar, 2013) asserts that senior executive plans that emphasize long-term objectives and the development of collaborative initiatives are examples of strategies. According to (Grant, 2024), strategy serves three primary purposes: it facilitates decision-making, facilitates communication and procedures, and serves as a source of ideas. Businesses can effectively set priorities, allocate resources, and compete when they have a well-organized strategy. To sum up, strategy is a crucial tool that businesses use to accomplish objectives, increase productivity, and maintain a high level of competitiveness.

2.2 Service Strategy

The delegation of certain work to external parties who are more professional to improve the competitiveness of the company is defined in Indonesian labor law as outsourcing. The purpose of this practice is to improve operational efficiency and effectiveness, especially in internal support tasks. However, outsourcing should be planned for the long term rather than just as a short-term solution. To guarantee sustainable benefits, companies should consider organizational structure, business benefits, employee career development, and workforce efficiency.

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3. Material and Method

The study was carried out between September 2024 and Desember 2024 for a total of four months. At Tutoring PT. Oki Benjaya Persada, the author observed. The company's data and information are as follows:

Company Name	: PT. Oki Benjaya Persada
Address	: Palais De Paris Complex Blok I No. 8, Bekasi

This research used a purposive sampling technique to determine samples that were directly related to the research topic. The selection of five samples was carried out to

ensure that the researcher could explore various information and important aspects that enrich the understanding of the perspective under study.

The data used in this study consisted of primary and secondary data. Primary data was obtained through observation, interviews, and documentation, while secondary data came from literature and various written sources, such as previous research, books, and articles relevant to the research topic.

1. Primary Data

a. Observation

Observation is a common method in qualitative research used to understand context, social interactions, or dynamics that are difficult to reach through other methods. By being directly involved in real situations, researchers can record in-depth details and context, providing more complete insight into the phenomenon or behavior under study.

b. Interview

Interviews are a data collection method that involves interactive conversations with interviewees through open-ended questions. This process aims to deeply explore their views, experiences and understanding of the research topic. Through directed question and answer sessions, interviews focus on achieving specific research objectives.

c. Documentation

Documentation is an important data source in qualitative research, which includes writings, images, and recordings that present information related to the events under study. With documentation, researchers can verify and compare the consistency between various data sources.

2. Secondary Data

This method helps build a theoretical foundation and understanding of concepts through literature analysis, as well as connecting research to a broader context. With literature studies, researchers gain insight and a solid foundation of theories, concepts, and previous research findings.

3.1 Design Study

One of the data collection methods in this research is literature study, which involves using various sources such as books, journals, previous research, and other documents relevant to the research topic (Setiawan et al., 2019). This method helps build a theoretical foundation and understanding of concepts through literature analysis, as well as connecting research to a broader context. With literature studies, researchers gain insight and a solid foundation of theories, concepts, and previous research findings.

3.2 Data Analysis

Data Analysis

The results of this data analysis become the foundation for designing effective solutions or strategies in overcoming problems in various sectors, including business and research. This data analysis process follows the steps described by Saputra et al. (2020).

1. Data Collection

The main data for analysis was obtained through observations, interviews with resource persons, and related documentation. The researcher not only collected information, but also began to identify significant patterns, trends or themes that emerged during the data collection process.

2. Data Reduction

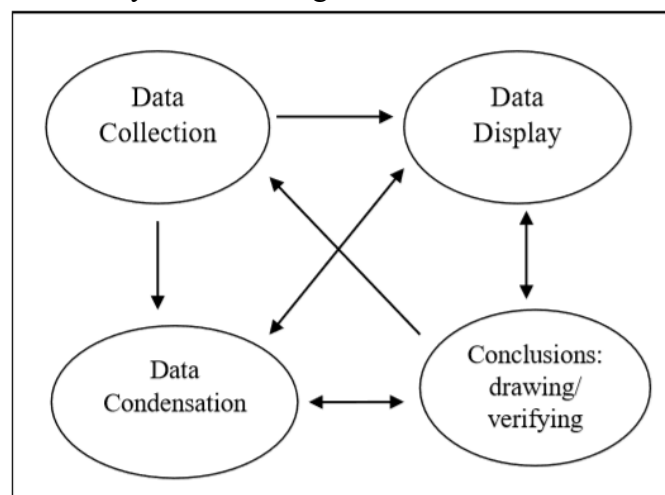
This process includes simplifying, categorizing, and removing irrelevant information. Data reduction is important because often the volume and complexity of data in research is very large. The goal is to filter the data so that the information obtained is clearer, more meaningful, and easier to understand, and to facilitate drawing accurate conclusions.

3. Data Presentation

The data that has been collected must be organized in a structured and clear manner to facilitate understanding. Simple and well-organized data presentation allows information to be accessed easily, supports more accurate analysis, and helps researchers draw conclusions relevant to the research objectives.

4. Verification and Inference

The initial results of the research are temporary and may change as data collection continues. If the next data collected doesn't provide enough evidence, the conclusions will be revised or canceled. On the other hand, if new findings that are relevant support the initial conclusions, they will be strengthened and considered more trustworthy.



Data Validity Techniques

Researchers used triangulation techniques to test the validity of the data, namely by comparing facts from various sources. Triangulation focuses on the validity and

reliability of data, ensuring the suitability of reports with reality in the field (Fitrah, 2018).

The purpose of the triangulation method is to strengthen the theoretical, methodological, and interpretive aspects of qualitative research. By combining different types of data, techniques, or perspectives, researchers can gain more comprehensive insights, help reduce bias, increase precision, and provide stronger validity for research findings.

This technique combines various sources, methods, and time to verify data, increasing the theoretical, methodological, and interpretive power of qualitative research. The goal is to broaden understanding, reduce bias, improve accuracy, and increase the validity of research results (Hayoko et al., 2020).

4. Result

4.1 Data Description

Unit of Analysis and Scope of Research

To get an accurate description, the researcher conducted interviews by asking a number of questions about service strategies. The number of participants in this study was four.

Participants Descriptions

Data collection methods by conducting interviews with employees who have a relationship with the research topic. In addition, researchers come directly to the field to make observations. This study conducted observations and interviews with the General Division and the Service Division of PT Oki Benjaya Persada.

Tabel 4.1 Participant Data

No	Participant	Gender	Position
1.	Participant A	Male	Owner
2.	Participant B	Male	Director
3.	Participant C	Female	Finance Administration Staff
4.	Participant D	Laki-laki	Supervisor

4.2 Data Result

PT. Oki Benjaya Persada's Strategy to Maintain Quality

The service process by outsourcing companies is developed through structured stages to ensure that the services provided maximally meet the client's expectations and needs. The first step in this process is to identify in depth the client's needs, including the type of service, the amount of labor required, and the specific skills that must be possessed. According to employees of PT Oki Benjaya Persada, that the company has a commitment to immediately handle complaints that arise, provide quality labor according to demand, and conduct regular checks on employee performance at client companies. In

addition, the company also prioritizes understanding the client's needs, responding to complaints received, and ensuring all issues are handled properly. Before placing prospective employees, the company carries out a selection process to ensure that the suggested candidates have the relevant skills and experience.



Figure 4.1 Situation of Candidates Taking Test

Source: Research's Document

In order to meet customer needs, achieve competitive advantage, and increase productivity, decision making is known as strategy. Observations made by researchers show that PT Oki Benjaya Persada's service approach has been going well, as shown by the extension of client contracts. Among the services provided are efforts to maintain long-term relationships with clients through effective and continuous communication, building relationships with them through informal activities such as eating together or meetings outside of work, and accepting criticism as an opportunity to improve the quality of their services. In addition, employees said the company responds to any complaints and conducts monthly controls to ensure service quality remains high, and employs a workforce that meets customers' specific needs to ensure smooth operations.

Attempts made to improve the service strategy of PT. Oki Benjaya Persada

PT. Oki Benjaya Persada continues to strive to improve service strategies to stay in line with the changing needs of the times. Although services have followed existing procedures, there are still challenges that arise, especially regarding differences in operating systems in each client company, which often cause miscommunication regarding employee attendance data. To overcome this problem, the company took various steps. One of them is to learn in-depth about each client's operating system to ensure the service is in accordance with the specified standards. The company also maintains close communication with clients to ensure their needs are met and to provide qualified and experienced employee candidates. In addition, the company conducts regular visits to client sites to monitor and evaluate the performance of employees who

have been placed, so that they can work in accordance with expectations. Additional steps are required to understand the different systems in place, so that services can run smoothly and meet client expectations.

4.3 Data Discussion

Outsourcing services are becoming more popular among businesses as they enable third-party management of workforce issues, supported by government policies that simplify the licensing system. Success in this field hinges on delivering high-quality services, which enhances customer satisfaction and builds trust, fostering long-lasting relationships and a strong reputation. PT Oki Benjaya Persada places significant importance on effective communication with clients, such as promptly addressing complaints and leveraging client feedback for continuous improvement. Additionally, the company conducts regular assessments by visiting client locations to verify that employees meet the required standards. This dedication showcases the company's commitment to ensuring client satisfaction and sustaining reliable working relationships.

PT. Oki Benjaya Persada develops different approaches to service to guarantee quality, including robust communication and attentiveness to customer issues. Employee training and the implementation of supportive technology also play a vital role in this approach. Regular assessments of employee performance are conducted to ensure compliance with established standards. Additionally, the organization welcomes customer feedback and views it as a chance to enhance their services. Fulfilling the specific requirements of clients with a skilled workforce is the company's main focus for ensuring customer satisfaction and establishing trust. These methods highlight the company's dedication to providing services that are reliable, competitive, and aligned with client expectations.

In facing challenges such as differences in each client's operational system, PT. Oki Benjaya Persada takes strategic steps. The company studies the client's operational system in depth to ensure services are in accordance with the desired needs and standards. Intensive communication is carried out to overcome technical obstacles, such as different attendance systems, and ensure client needs are well understood. Regular monitoring and evaluation are important efforts to assess the performance of deployed employees and address client complaints quickly. Through this combination of approaches, the company not only maintains service quality but also builds harmonious, stable and productive working relationships with clients.

5. Discussion

5.1 Conclusion

PT. Oki Benjaya has implemented service procedures regularly in accordance with applicable operational standards. This can be seen from how employee training is carried out, regular supervision, and evaluation to maintain service quality. The chosen service

approach emphasizes the importance of good communication and openness to client feedback, which is used for service improvement and innovation, so as to increase client satisfaction and loyalty. However, the company faced challenges in the form of different attendance systems between each client, which required adjustments. To overcome this problem, employees receive continuous training to understand the various client attendance systems, with the aim of maintaining optimal service despite the challenges faced.

5.2 Implication

Theoretical Implication

The results obtained support previous studies conducted by (Wardani & Putra, 2024), (Camelia et al., 2023), (Pahlevy et al., 2024), (Mahmudah, 2023), (Sitorus et al., 2023), (Apriliani & Armaniah, 2023), (Sinuhaji & Simangunsong, 2024), and (Irawaty et al., 2022) from the results indicate that in outsourcing companies an effective service approach is needed to increase customer satisfaction.

Practical Implication

This research shows that PT Oki Benjaya Persada has succeeded in showing its best efforts in providing services in the field of outsourcing services. The company is able to carry out a quality service strategy, although there are still challenges that have not been fully overcome, especially in terms of adjusting to the various operational systems implemented by each client. This challenge can be used as a learning opportunity for employees to improve their skills and expertise, especially in understanding and adapting to the various systems that exist in client companies. With this approach, PT Oki Benjaya Persada is not only able to fix existing obstacles, but also improve service quality on an ongoing basis to meet client needs more effectively.

5.3 Research Limitation

This study identified some limitations that were recognized by the researcher and need to be improved for future research. These limitations consist of:

1. The research duration was relatively short, which limited the researcher in conducting data collection, such as observations and interviews, in more depth.
2. The limited number of participants limited the scope of the research, so that analysis of the existing problems could not be carried out in greater depth.

5.4 Recommendation

Therefore, to improve the quality of future research, several recommendations have been formulated. Future researchers are advised to use a quantitative approach to

measure the impact of the service strategy implemented, as well as expand the research object to other companies to make the results more comprehensive. In addition, involving more informants is considered important to get more diverse viewpoints, so that the analysis becomes more in-depth and the research results are richer. The addition of relevant documentation is also recommended to make the data collected more complete and detailed, so that it can support the quality of the analysis and overall research conclusions.

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