



Analysis of Human Resources Planning in PT. Bagus Wijaya Karya Bekasi - Indonesia

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ABSTRACT

Research analysis of Human Resource Planning in this company is done through a qualitative approach based on the principle of appropriateness i.e., observation of documentation and in-depth interviews. The sample in this study consisted of informants (respondents) in key positions in the company, such as supervisors and policy makers in the field. This research was conducted over 4 months. The results of the analysis of this study indicate that human resource planning in this company has been successfully implemented. The use of a periodic program has ensured the procurement of corporate human resources, an effective use of human resources and the successful development and maintenance of human resources

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1. Introduction

Human Resource Planning is the planning function regarding identifying human resource needs recruitment, selection, development, compensation, evaluation and, providing effective solutions. The company provides motivation and supports employees to develop their careers. This is considered the most effective way of inspiring loyalty and providing a future in the company for employees. The company shows support in creating a work climate that enables the achievement of career development and employee job satisfaction. This study uses a qualitative approach to obtain in-depth information about human resource planning in the company. The study was conducted over 4 months from May to August 2015.

The selection of samples in this study is based on the principle of appropriateness i.e., the sample is chosen based on the knowledge possessed related to the research topic. This resulted in 32 personnel being selected as informants directly or indirectly involved in this study. 1 director, 2 human resource managers, 2 assistant managers, 2 field project leaders, 5 supervisors and 20 operators. Primary data was obtained from the results of specific and in-depth interviews from the company's human resource manager. Interviews were conducted using a list of questions in the interview guide and the results were converted into a research document. The analysis component of the results of the research uses a content analysis approach, by comparing the results of research with relevant existing theories.

2. Results and Discussion

The results of observations of informants show that human resources planning in the company is effective and is carried out in full. This is discussed under: procurement of human resources, human resource development and maintenance of human resources, as follow;

2.1 Procurement of Human Resources

Research results obtained from answers from informants show that the procurement of corporate human resources, sourced from the company's work program through the human resources department is based on the projected human resource needs planning project.

This is employed to ensure the adequacy of employees according to their needs and expertise in the field and to implement field work programs properly and to the maximum.

One purpose of human resource planning is the current procurement of labor because the first step in human resource planning is to assess the availability of human resources in the company. This includes a comprehensive study of the various aspects of human resources : number of employees, skills, competencies, qualifications, experience, age, position, performance, compensation, etc. and consideration for future human resource needs. Dessler (2015: 3). The informants revealed that generally they were satisfied with the procurement of existing human resources because whatever was needed for the workforce in the field was provided by the company management. There is a human resource supply demand proposal that is expected for the planning of any work project and this is applied



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through detailed work programs for each level of workforce. Human resources planning for this company has been designed according to the job description in the work unit. The company uses a policy mechanism for the placement of workers at each level. Human resource procurement activities are activities in meeting the specifications of the needs of a job in the organization and the procurement process varies greatly from each of the different human resource needs in each job. Dessler (2015: 3)

Table 1
Planning for Human Resources Procurement 2010-2014

No	Level of Expertise	2010	2011	2012	2013	2014
1	Director	2	2	3	3	3
2	Manager	3	4	5	5	6
3	Asst. Manager	3	4	5	5	6
4	Incharge	3	4	5	5	6
5	Supervisor	4	5	5	5	6
6	Operator	15	20	20	40	40
7	Daily worker	70	120	120	200	250

Table 2
Projected Procurement of Human Resources 2010 – 2014

No	Level of expertise	2010	2011	2012	2013	2014	Field CE/IT/Engr
1	Director	Graduate	Graduate	Graduate	Graduate	Graduate	Experiences 10 years
2	Manager	Graduate	Graduate	Graduate	Graduate	Graduate	Experiences 10 years
3	Asst. Manager	Bachelor	Bachelor	Bachelor	Bachelor	Bachelor	Experiences 5 years
4	Incharge	Bachelor	Bachelor	Bachelor	Bachelor	Bachelor	Experiences 5 years
5	Supervisor	Young Bachelor	Young Bachelor	Young Bachelor	Young Bachelor	Young Bachelor	Experiences 5 years
6	Operator	Polytechnic	Polytechnic	Polytechnic	Polytechnic	Polytechnic	Experiences 5 years
7	Daily worker	-	-	-	-	-	-

Sources: : PT. BWK.

Noted ::

CE : Civil engineering

TI : Informatics techniques

TE : Engineering

The results of the interview answers showed that the procurement of human resources of the company generally satisfies their needs through the process of considering the appropriateness of the results of requests for proposals and for the supply of labor in each section / division.

Procurement of human resources has another function which is to give employees the opportunity to develop their careers.

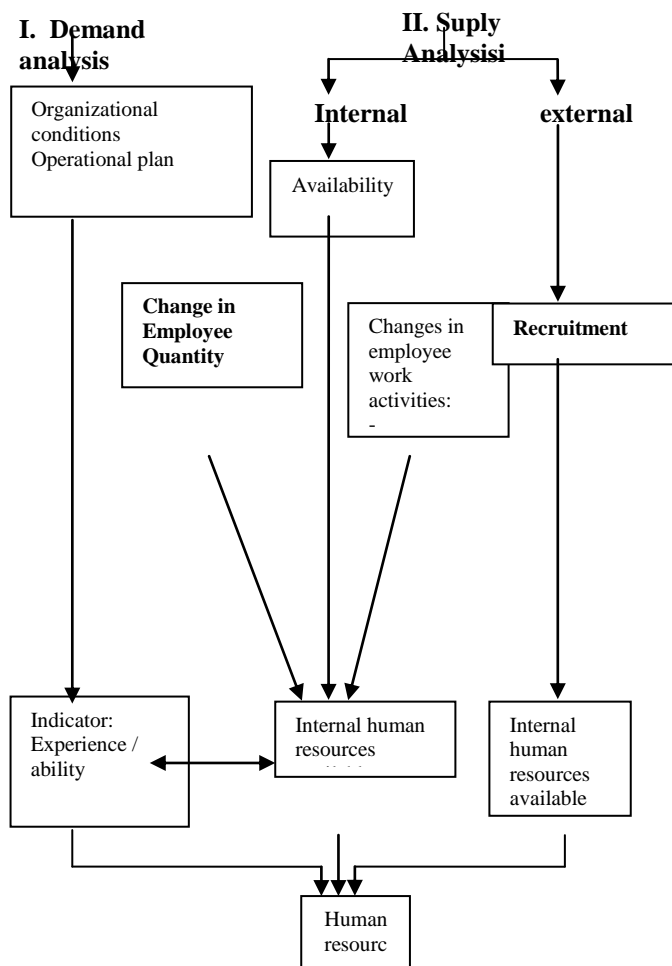


Fig 1. The Process of Using Company Human Resources

The results of this study are reinforced by William R Tracey, 2001 in his theory which explains that the use of human resources in an organization is to make a projection proposal for labor requirements in the future after firstly fulfilling the present vacancies requirements.

The demand for each division can be met from 2 sources: 1) internal sources, namely employees within the organization itself through promotion or skill transference. 2) external sources, employees recruited from outside the company and according to the requirements for permanent, daily workforce, casual or monthly contract labor.

2.2 Human Resource Development

Research results of informant answers revealed that the development of the company's human resources is conducted through the human resources department in the form of a company work program. This program develops employees through education and training activities to have skills, work capabilities, and loyalty to the company.

The development of human resources is in the form of the company's "Education and Training" program, the development of human resources is not only to increase employee knowledge, but also to increase work productivity. This is because low quality human resources and workforce incompetence have a direct relationship to low productivity and weak competitiveness (Dessler, 2015). Training was provided to all field workers and administrators, from manager level to operator level.

The benefits obtained by the company in developing human resources include:

- Increase in employee performance productivity
- Increase in the quantity and quality of production
- Increase in labor efficiency, time saving and efficient use of raw materials
- Increase in company competitiveness
- Reduction in the wear and tear of machinery, production costs while, damage to goods, products, and production machinery
- Reduction in work accident rates



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g) Improvement in employee careers, because the better skills and work productivity of employees provide more opportunities for promotion. Chartered Institute of Personnel and Development, Mullins (2005).

The human resource development program teaches a variety of new skills to workers so that they can work well and optimally in the latest projects and can meet work targets. Further development is carried out through counseling, discipline, and continued organizational development. (Ivancevich, John M., 2008).

The relationship between human resource development and human resource planning is that development provides capabilities, while planning calculates and projects the requirements of the workforce. Career development is generally a function of the human resources department, while ascertaining requirements of the work force is a function of human resource planning (Stone, Raymond J, 2008).

Table 1
Education and Training Activity Items Human Resource Development PT. BWK

No	Activities	A	Job bullet
1	Manager	1.	Responsible for the implementation of work
		2.	Responsible for updating data and results
		3.	Approve master planning
		4.	Approve the job master
		5.	Approve the structure and work model of employees
2.	Asst. Manager	1.	Collecting and processing all data and information
		2.	Analysis of supply and demand predictions
		3.	Oversee and evaluate the person in charge of carrying out the work
		4.	Drafting the report and datas
3.	Incharge	1.	Evaluate work and take important notes
		2.	Predict the supply and demand of human resources
		3.	Ascertain over supply or shortage of human resources
		4.	Database creation
		5.	Processing of work results
		6.	Provision of job applications
4.	Supervisor	1.	Keep an eye on work
		2.	Control the suitability of human resources
		3.	Control over employee time
		4.	Making database tables, structure and design
		5.	Oversee the distribution of work
		6.	Install project application program
		7.	Development of online information services
5	Operator	1.	Implementing field work
		2.	Project application operator program
		3.	Editing of work results
		4.	3-dimensional photo shoot
		5.	Making inter section datas
		6.	Making interface for administrator or back office
		7.	Manufacture manual application
		8.	Input data base
		9.	Record data and events
5.	Daily worker	1.	Implement daily field work that is loading and unloading of goods, packing, security, cleaning service, water and catering and construction work

Sources: PT. BWK

Training programs and human resource development in the company consist of:

- a) Skill training in accordance with their duties
- b) Retraining to deal with the changing conditions the work demands.
- c) Cross-functional Training allows company employees to carry out work activities in other
- d) fields, in addition to their main work.
- e) Team training so employees can solve problems by working as a team.
- f) Creativity training in the company to create new ideas for maximum results.
- g) Work-related technology training so employees know and can operate technology facilities
- h) to maintain productivity and innovative work.

2.3 Maintenance of Human Resources

Research results of informant answers revealed that the maintenance of human resources in the company is based on the company's work program through which the human resources department provides communication, incentives and benefits, as well as employee welfare facilities. This is to



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increase employee loyalty and motivation and create harmonious working relationships and togetherness. Maintenance of human resources is an effort to maintain and improve the physical and mental attitude of employees, so that they remain loyal and work productively to support the achievement of company goals. (A.F Stoner 2013). The maintenance of human resources must receive genuine attention from superiors and, if not given, work morale, attitude and even employee loyalty will decrease. Boone and Kurtz (2002: 245). This means that the security, safety and health of employees must get the best attention. Maintenance of human resources aims at managing employees so as to achieve maximum performance and support for development policies and corporate strategy processes. (Stone, Raymond J, 2008). (William R Tracey, 2001)

The company has carried out the maintenance of human resources as a regular, routine activity and it is evaluated every year. In detail, the activities of maintaining human resources in the company are as follows:

- a) Information exchange: an openness in communication so that a good relationship exists between subordinates and superiors or between one employee and another.
- b) The provision of incentives: salary additions, above or outside the salary or wages provided by the company. Company Regulation No. 009 / BWK / bks / 9/2011, concerning the provisions of employees who receive incentives:
 - 1) Workers who exceed the specified target or output.
 - 2) High performance workers
 - 3) Workers with high productivity
 Achievements are usually decided by the director on the recommendation of the manager of each department.
- c) Employee Welfare: provision of benefits and facilities - certain forms of transportation money, overtime pay, health insurance, leave, canteen, insurance, old age benefits and so forth based on company policy. Types of Employee Benefits Programs based on company Regulation No. 009 / BWK / bks / 28/2012, regarding employee welfare program facilities:
 - 1) Life, health and accident insurance.
 - 2) Provision of housing facilities
 - 3) Medical facility
 - 4) Educational facilities
 - 5) Recreation or entertainment
 - 6) Industrial relations, namely Maintenance of industrial relations.

Maintenance of employees must be considered properly and correctly, because if employees are not properly paid attention to, problems will arise. These include a decrease in morale, decreased loyalty, unfavorable attitude, decreased discipline, an increase in absenteeism and the occurrence of high employee turnover which will consequently cause company losses, Desseler (2015)

Therefore, a company must conduct maintenance activities for human resources who work in the company because employee maintenance is closely related to the level of employee productivity of a company. Boone and Kurtz (2002: 245).

3. Conclusion

Based on research conducted, it can be concluded as follows:

- a) The availability of procurement of human resources is sourced from the company's work program which is based on the projected factors in the planning of human resource needs. This is required in order to meet the adequacy of employees according to their needs and expertise in the field and to effectively achieve the implementation of field work programs.
- b) Development of human resources is carried out by the company's work program through education and training activities. This is an effort to develop employees with skills, work abilities, and work loyalty towards the company
- c) Maintenance of human resources is according to the company's work program in the form of providing employee communication, incentives and benefits, as well as employee welfare facilities. This increases employee loyalty and motivation and creates harmonious working relationships and togetherness.



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