



HUMAN RESOURCES OPTIMIZATION (CASE STUDY ON PRIVATE COMPANY IN PALEMBANG CITY)

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ABSTRACT: This research uses qualitative research techniques with a case study approach. Data obtained through interviews, observation, and document review. The technique of selecting informants is carried out purposively (purposive sampling) based on certain characteristics, namely (1) Working in a private company, (2) Having at least one year experience as a manager, (3) Carrying out human resource management functions. The instrument in this study was the researcher himself as the main data collection tool. The purpose of this study was to determine the optimization of Human Resources in private companies in the city of Palembang. The results of this study indicate that human resources (employees) are company assets, which are the main support for organizational goals. Potential human resources need to be maintained by continuing to develop employee competencies and skills. The development program implemented by PT. Karya Makmur and PT. Tugu Mandiri Jaya in the form of training carried out based on NAT (Need Analysis Training). PT. Karya Makmur applies various training techniques, including: case studies, roleplaying, and a lecture system. Meanwhile, PT. Tugu Mandiri Jaya applies training techniques such as: in-service training, vestibule training, and simulation.

Keywords: Optimization, Human Resources, and Private Companies.

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INTRODUCTION

Given the large influence of the quality of human resources on the achievement of company goals, it is important for companies to give preferential treatment to their employees. Potential human resources will have a good influence on the company so that potential needs to be maintained and developed to maintain the stability of an organization's performance. A company needs to review several aspects that can encourage the performance of human resources. Human resource development is a necessity both for human resources itself as well as for the organization. Human resource development will support the performance of an organization so that it is deemed necessary for a company to develop its human resources. Human resource development is the development of a workforce that is oriented towards improving knowledge and skills, the aim of which is to maintain the productivity and stability of the company's performance. Companies that have survived for decades are certainly supported by quality human resources.

This study is intended to determine the ability of human resources when they have received education and training. Currently, it is found in several companies where human resources / labor have not been able to implement what the company wants. Based on this background, the researchers are interested in conducting research in the scope of human resources / labor. This research was conducted on two companies, namely PT. Karya Makmur and PT. Mandiri Jaya Monument.

This research was conducted on these two companies because the companies both in theory and practice have implemented various types of training for their human resources/workforce in order to be able to compete in the same business activities. This research is very important because it can know the ability of human resources / labor after they have received training compared to before receiving the training. The hypothesis / provisional assumption shows that the ability of human resources / labor is still low in improving their performance so that it affects the company's performance.

THEORETICAL REVIEW

Human resource management is the development of human resources whose function is to carry out human resource planning, implementation, recruitment, and training, career development of employees or employees and take initiatives towards the organizational development of an organization or company.

Basically, there is no company that does not need HR management or the cool term Human Resource (HR). The Human Resources section is responsible for taking care of various company needs related to Human Resources (HR),

including Human Resource Management (HRM) so that all activities or work run smoothly and more efficiently.

Human Resource Management (HRM) is one of the fields of general management, such as financial management, marketing management, and operations management.

Human resource management has become an important field of study in companies because the problems faced by companies are not only problems of raw materials, capital, work tools, and production, but also the problem of human resources which incidentally is the party that runs and manages the factors of production at the same time. It's the goal of the production activity itself.

Personnel management is planning, organizing, directing, supervising the activities of procurement, development, compensation, integration, maintenance of employees or employees in order to achieve individual, organizational, and community goals. The statement from Flippo equates the notion of human resource management with personnel management.

It is also said by Rivai (2005), the existence of human resource management is very important for companies in managing, organizing, managing, and using human resources so that they can function effectively, productively, and efficiently to achieve company goals.

According to Mondy and Noe, human resource management is the utilization of human resources to achieve company goals.

Then Anthony, Kacmar, and Parrewé (2002) say that human resource management has various tasks related to efforts to have, train, develop, motivate, organize, and maintain company employees.

Cascio (2003) stated that every manager who is responsible for human resources must pay attention to things such as staff appointments, retaining employees, developing employees, maintaining employee compliance and order, and improving company capabilities.

Human resource management is a strategic and related approach to managing the company's most valuable assets, namely the people who work within the company both individually and in teams in order to contribute to achieving the company's vision.

The explanation above shows that Human Resource Management (HRM) includes the abilities and potentials of leaders and employees in a company. Employees should not be treated as machines and need to be aware that employees have potential and talents that can continue to be developed for the benefit of the company. After being developed, the leader needs to create a conducive atmosphere to be able to apply his abilities in the company.

The task of Human Resource Management (HRM) is to manage people as effectively as possible in order to obtain a unit of human resources that provide mutual benefits. Human Resource Management (HRM) is part of general management that focuses on human resources.

In principle, this human resource management function includes several activities that significantly affect the entire work area of a company which consists of planning, hiring and firing employees, remuneration of benefits, performance appraisals, awards and career development, training and development, occupational safety and health, leadership, and productivity.

The functions of human resource management are as follows.

a. Human Resource Planning

Mondy, Noe, and Premeaux state that human resource planning is a systematic process of assessing and reviewing human resource needs to ensure that a number of employees are needed and in accordance with the skills requirements that have been determined and are available when needed. This Human Resources (HR) planning function includes several activities, including:

Job analysis within the company to determine the tasks, goals, skills, knowledge and abilities needed.

Planning and forecasting the company's workforce demand both in the short and long term.

Develop and implement plans to meet both of the above needs.

Planning activities for the quality and quantity of Human Resources (HR) is a human resource management job that contains the most uncertainty due to forecasting factors for the tendency of the business environment to continue to move very dynamically. Related to this, companies must be able to see trends in technological developments, such as those that can affect the quality and quantity of the company's human resources in the future. Plan human resources (employees) effectively to suit the company's needs for the realization of company goals.

b. Employee Appointment and Dismissal

In this process, the activities of filling out the formation are recruiting employees, screening, and selecting applicants as well as placing formations. The function of human resource management is getting more complicated because various regulations provide equal opportunities for all levels of society in getting a job and the more complex the formation of positions to be filled. The process of appointment and dismissal (staffing according to company needs) includes:

- 1) Recruitment of job applicants.
- 2) Selection of prospective workers or employees in accordance with the requirements needed by the company.
- 3) Conduct a good termination process for employees.

Human resource managers need to be careful when screening potential employees. The recruitment and job evaluation processes include application forms, interviews, psychological tests, and checking references.

When the term of office or working period has ended, the company has the responsibility to terminate the employment relationship with the employee as well as possible.

c. Wage Allowance

Wages to employees are said to be successful if they are based on fairness and fairness.

- 1) Balance between wages paid with different jobs in one company.
- 2) Payment of fair and reasonable wages to employees or employees who are in the same position in the same company.

Wages basically include the entire award received by an employee or employee as a result of his work. Mondy, Noe, and Premeaux mention, the award can be in the form of one or a combination of wages, benefits, or non-financial awards.

Wages can be in the form of money received by an employee or employees for their performance. The allowance is in the form of additional financial rewards in addition to the basic salary (gapok) including leave allowances, sick fees, and holiday allowances (THR) and health insurance.

d. Performance Appraisal, Career Development

This function is carried out after the employee or employee works in a company. Not only positive assessments, the company also analyzes if the performance of employees or employees is negative. These job appraisal functions include:

- 1) Assessment and evaluation of employee or employee performance.
- 2) Analysis and provision of employee performance encouragement or employees.
- 3) Providing assistance to employees or employees in the context of career development.

Performance appraisal of employees or employees is to determine how appropriate the award given to employees for their performance can be used as a reference for career development.

If the company helps employees or employees in career development, the employee's desire to change places of work will be minimal. This can retain employees who have high loyalty and commitment to the company.

e. Training and development

Companies can train their employees and develop through formal and informal procedures. Formal procedures can be carried out with the introduction of a new position or as a tool to keep up with technological changes. Meanwhile, informal procedures may take place in the workplace and be administered by senior employees.

In this process, it means that the human resources sector can provide training, courses, workshops and coordinate opportunities in the company with employee career planning. This training and development includes activities such as the design and implementation of training programs and their evaluation programs.

Rochaeni (2008) in his article entitled "Human Resource Development Strategy in the Era of Competition" explains that one of the important reform agendas in Indonesia in responding to the crisis is how to develop human resources capable of responding to future challenges.

Kalangi (2015) in his writing entitled "Human Resource Development and Performance of State Civil Apparatus in Sangihe Islands Regency, North Sulawesi Province" explains that there are several factors that influence the performance of the State Civil Apparatus, namely: recruitment, training, career development, benefits, promotions, transfers, special structural and technical training.

Sudarsana (2016) in his writing entitled "Improving the Quality of Out-of-school Education in Human Resource Development" explains that human resources can be increased through productivity, efficiency, self-confidence, and competition in the global era.

Busro (2018) in his article "Human Resource Management Theories" explains that theoretical developments must be carried out to determine the capabilities of human resources.

Prihantoro (2015) in his article "Improving Human Resource Performance through Motivation, Discipline, Work Environment, and Commitment" explains that with the limited existing human resources, companies are expected to optimize them to achieve company goals.

Setiani (2013) in his article "Study of Human Resources in the Recruitment Process of Manpower in the Company" explains that recruitment strategy and effectiveness are the main reasons for companies to recruit new employees.

Dipang (2013) in his article "Human Resource Development in Improving Employee Performance at PT. Hasjrat Abadi Manado" explained that human resources are an important part that the company must pay attention to.

Ferrinadewi (2004) in his writing entitled "Efforts to Achieving Consumer Loyalty in the Perspective of Human Resources" explains that to obtain loyal

customers, companies need to develop their intellectual capital, namely the company's human resources.

Rohida (2018) in his article entitled "The Influence of the Industrial Revolution Era 4.0 on Human Resource Competence" explains that human resources must have skills that are in accordance with the latest technological developments.

Almasri (2017) in his writing entitled "Human Resource Management: Implementation in Islamic Education" explains that human resource development is carried out through leadership programs.

METHODOLOGY

Researchers use this type of qualitative research. This qualitative research uses a case study approach because case studies are more desirable to track contemporary events. The unique strength of a case study is its ability to relate fully to various types of evidence such as documents, tools, observations, and interviews. A case study is an empirical inquiry that investigates a phenomenon in a real-life context when the boundaries between phenomenon and context are not clearly defined and where multiple sources of evidence are utilized (Yin, 2012).

RESULTS

This study discusses the development of human resources in private companies in the city of Palembang. Palembang was used as the research location because the city is known as one of the industrial centers in the Western Indonesia Region.

As for the results of this study, it is known that human resources / workforce can potentially be increased in their competence gradually.

DISCUSSION

Previous Researchers Discussion Section with Researcher.

According to Rochaeni (2015), the most important thing right now is how to develop human resources. According to Kalangi (2015) as a previous researcher, there are many factors that influence performance. Meanwhile, according to Sudarsana (2016) that human resources can be increased through productivity. Busro (2018) explained that theory development must be carried out to determine the capabilities of human resources. According to Prihantoro (2015), with limited human resources, the company is expected to be able to optimize it. According to Setiani (2013), recruitment strategy and effectiveness are the main reasons for the company. Meanwhile, according to Dipang (2013)

that human resources are an important part that must be considered. According to Ferrinadewi (2004), to obtain loyal customers, companies need to develop their intellectual capital, namely human resources. According to Rohida (2018), human resources must have expertise. Finally, according to Almasri (2016), the development of human resources is carried out through a leadership program.

Meanwhile, according to the researcher that potential human resources need to be maintained by developing competencies and skills. From this description it can be seen that between the results of previous researchers and researchers there are similarities, namely the development of potential human resources / employees. The difference between the results of previous studies and researchers lies in the point of view of the research study.

Human Resources as Company Assets

Human resources (employees) are assets for companies that have an important role in supporting company goals because human resources are the driving force for all activities that occur in a company. Productive or not a company is determined by the quality of human resources. Employees have an important role for the company because they are the main support for achieving company goals. Employees are company assets, who spearhead the company and carry out business processes.

The Importance of Human Resource Development

After carrying out the process of recruitment, selection, and placement of employees. Then the next function of human resource management is to carry out development programs in the form of education and training. The development program aims to maintain the quality and performance of employees in order to remain productive.

Motivation is needed for a salesman for four reasons, namely:

1. The nature of the job in sales.
2. His position of duty is always at the border.
3. Boredom that causes sluggishness.
4. Weak group identity.

Benefits of Human Resource Development

A salesman is required to be able to do dealing programs to consumers. So that salesmen must be equipped with several skills such as effective communication, able to adapt, confident, and dare to take challenges. Employees who have gone through the training process, have a greater sense of ownership in the company, feel proud to be part of the company so that employees have full responsibility to provide the best service to customers so that the company's turnover can increase.

The Stages of the Preparation of Human Resource Development

Every company has a different way of managing and developing its employees. However, basically the development program aims to improve the quality and competence of employees. The training division conducts a needs analysis first before deciding to conduct training which is usually called NAT (need analysis training) first, while employees at the store are given regular training packages, starting with basic training, intermediate training, and advance training.

Human Resource Development Techniques

The human resource development program carried out by the company is only in the form of training. The training provided is tailored to the needs of employees. Sales promotion employees need skills to be able to attract consumers to buy company products so that a sales promotion is required to be able to build effective communication to consumers, believe in themselves, and dare to accept challenges.

Human resource development programs are recognized to have a positive impact on character and personality development for employees so that development programs carried out by other companies or institutions will be a great opportunity for an employee to be able to add insight and competence in their field.

Evaluation of Human Resource Development

Evaluation of the human resource development program is needed to see how far the potential of employees is doing their work. To conduct an evaluation, there are several indicators that serve as a reference for leaders, including attitudes, work ethic, ways of communicating, and the ability to accept challenges from leaders. . Each leader is required to know the character and personality of each employee, must know their respective strengths and weaknesses so that the treatment given is different from each employee. The evaluation system is also carried out by HRD by conducting pre-tests to employees and after conducting training, they are then given a post-test to see significant differences between employees before training and after attending training. Employees who have gone through the training process, have a greater sense of ownership in the company, feel proud to be part of the company so that employees have full responsibility to provide the best service to customers so that the company's turnover can increase.

CONCLUSIONS AND RECOMMENDATIONS

Human resources (employees) are company assets, which are the main support for organizational goals. Potential human resources need to be maintained by continuously developing employee competencies and skills as a long-term investment that aims to maintain productivity and stability of company performance. The limitation of this research is only limited to private companies that focus on company human resources, and it is hoped that later there will be other research that can conduct the same research but on a larger scale.

FURTHER STUDY

The researcher hopes that the results of this study will be a reference for other researchers to conduct research on the same case, so that they can compare the results of each of these studies. Optimization on the human resources using recent advanced technology called machine learning would be the next future research.

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