
HUMAN RESOURCE PLANNING AS A PRIORITY ASSET OF THE COMPANY AT THE COMPANY PT NAHE UNGGUL LESTARI

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Abstract:

Human resource planning is an important process for companies to ensure the availability, skills, and quality of the workforce following the needs of the organization. This research aims to understand how PT Nahe Unggul Lestari identifies and plans for appropriate human resource needs and to evaluate the importance of human resource planning as a key asset that supports the company's success. This research uses a qualitative approach with a case study method. The data in this study will be collected through interviews with company management, the human resources department, and relevant employees. In addition, secondary data such as financial reports and company planning documents will also be taken to support the analysis. The collected data will be analyzed thematically. The results show that human resource planning is one of the important factors that can determine the success of the company. The company PT Nahe Unggul Lestari has realized this and has implemented human resource planning as one of its priority assets. Human resource planning at PT Nahe Unggul Lestari has been carried out systematically and structured and has provided many benefits for the company.

Keywords: Planning, Human Resources, Company Priority Assets, PT Nahe Unggul Lestari

INTRODUCTION

Human resource planning is a strategic process that is very important for companies to optimize the use and development of the workforce (Setiawan, 2016). The main objective of HR planning is to ensure that the company has sufficient manpower availability, with appropriate qualifications and skills, and can carry out its duties and responsibilities effectively (Abdullah, 2017).

In the HR planning process, the company will conduct an analysis of current and future workforce needs, based on organizational growth, changes in business strategy, and other factors

that affect the demand for human resources (Larasati, 2018). After that, the company will identify the gap between the need and availability of labor, so that it can formulate an action plan to fill the gap (Setiyati & Hikmawati, 2019). In addition, HR planning also involves efforts to improve the quality and skills of the existing workforce through training and development (Kulkarni, 2013) (Harding et al., 2018). By identifying the right training needs, companies can improve employee performance and improve work efficiency (Firdaus & Hasanah, 2017).

Human resource planning also plays a role in creating a conducive work environment and empowering employees, so that they feel motivated and committed to contribute to the success of the company, thus, HR planning helps companies facing changes and challenges in a dynamic business environment (Fauzi & Manao, 2023), as well as ensuring that the company has a qualified and competitive workforce to achieve organizational goals effectively and efficient (Winata, 2022).

Human resource planning (HR) is a crucial step for PT Nahe Unggul Lestari in managing the "V-CONT Village" business. The villa offers a memorable holiday experience at an affordable and economical rental price, making it an attractive choice for family holidays and other events. PT Nahe Unggul Lestari uses HR planning to ensure the availability of a workforce with qualifications and skills that match the needs of the organization. As a company in the tourism sector, V-CONT Village utilizes an online-based website platform to make it easier for potential customers to find information and make transactions. This helps the company optimize marketing and expand market reach so that more potential customers can know about and experience an interesting holiday at V-CONT Village.

The location of V-CONT Village in Sukabumi, which is adjacent to the Bocimi toll road access which is under construction, and Mount Gede Pangrango tourism, adds strategic value to this business. The ease of access from urban areas and the presence near popular tourist sites make V-CONT Village an attractive solution for consumers who are looking for vacation spots close to urban areas and easy to reach.

This study aims to understand how PT Nahe Unggul Lestari identifies and plans the right human resource needs, as well as to evaluate the importance of human resource planning as the main asset that supports the company's success.

METHOD

Training and Human Resource Development is an important aspect to achieve the company's vision. Various policies and programs related to training and development need to be prepared to develop human resources who have maximum performance and competitiveness. HR Training and Development are designed to increase knowledge and improve skills, and competencies to create high employee productivity (Juwitasary et al., 2015).

The training provided by PT Nahe is aimed at improving the ability of work performance both individually and in groups based on position in the company. To meet customer satisfaction issued by professional employees, it is necessary to innovate on an ongoing basis, so training and

development are needed. While career development is a business that is given formally and continuously with the main goal of increasing skills in workforce performance. PT Nahe in conducting training and development has four stages.



Figure 1. Stages of Employee Training and Development

This research uses a qualitative approach with a case study method. The qualitative method is a research method that uses data in the form of words and images to describe the phenomenon under study. Qualitative methods prioritize meaning over numbers (Haryono, 2020). Data in this study will be collected through interviews with company management, the human resources department, and related employees. In addition, secondary data such as financial statements and company planning documents will also be taken to support the analysis. The collected data will be analyzed thematically.

RESULT AND DISCUSSION

Human Capital Plan is part of the management process flow that the company needs to do in achieving company goals in the future. The success of the human capital plan or human resource planning is assessed by the accuracy in determining the human resource empowerment design strategy and the preference of future needs based on the dynamics of the company's business growth and development. In the management process, human resource planning is not limited to functional staff but also various functional operations related to the implementation of linear human resource management with the implementation of company management strategies.

1. Goals and Objectives of Human Capital

Human resource planning is a systematic plan to optimize human resources as a priority asset of the company (Riniwati, 2016). This planning aims to ensure the assignment of workers with jobs is appropriate both in terms of the number and criteria needed by the company, based on the process of supply and demand of the company's human resources referring to chapter IV of the QSPM strategy, namely market penetration.

PT Nahe Unggul Lestari has a plan that has been prepared by the company's internal which will then be managed in every activity to help achieve company goals. The target of human capital is to realize the company's human capital goals above, this goal is under the Lean Canvas Model of PT Nahe Unggul Lestari in the unique value proposition column, namely the management of the desired human resources.

2. Human Capital Strategy

The strategy made by human capital PT Nahe Unggul Lestari aims to support the company's marketing, operational, and financial plans to achieve the vision and mission that has been determined by the company, strategies are needed in the organization to work efficiently, therefore according to McKinsey 7 elements can make the human capital strategy optimal. The following is the 7S framework implemented by PT Nahe Unggul Lestari.

Table 1. McKins Model 7S Framework Implementation

McKinsey 7S	Implementasi
Shared Value	Applying the values of integrity, quality, and innovation through the application of corporate culture applied by all employees and leaders to be a role model consistently
Strategy	Making PT Nahe Unggul Lestari a leader in becoming the best mountain container villa rental service provider in Indonesia, with a professional team through continuous training, teamwork programs, and motivation to create loyal employees, and happy teams to achieve customer satisfaction
Structure	The organizational structure of the enterprise is drawn up under The functions contained in the objectives of a flexible but efficient and productive company
System	Creating a flexible villa management system Chek attracts consumers with productive and efficient HR arrangements.
Skills	Competence of professional staff under the following criteria. needed in lodging service activities through training, coaching, selling
Staff	Procurement of selection, recruitment, and training under needs of PT Nahe Unggul Lestari
Style	PT Nahe Unggul Lestari applies a participatory leadership style. Leaders provide space for employees to be able to participate in making decisions and there is an atmosphere of friendship, teamwork, and openness to create a trusting relationship between leaders and members

(Sumber: Tim Penulis, 2023)

3. Corporate Culture (Schein)

Culture is an important part of shaping the organizational environment (Trioctavia et al., 2016). To support the achievement of the company's vision and mission, a good culture is formed to encourage and instill company values in each employee so that employees will be able to produce optimal performance according to company expectations. (Schein, 1992), this culture is created, encountered, or established by groups of workers in an organization. There

are 3 organizational cultures, namely: Company artifacts, Norms/values (company values), and Assumptions/beliefs.

With a challenging corporate strategy by carrying out a market expansion strategy in the glamping field, innovative and productive employees are needed but the most important thing is employees who have synergy with other employees, as well as our consumers. Concluding the points above, the culture that will be built according to the company's Vision and Mission, to support the QSPM strategy from chapter IV for our company, the culture of PT Nahe Unggul Lestari includes: (a) Innovative (b) Productive (c) Synergy.

a. Artifact

Artifacts are an important aspect of organizational culture. According to (Schein, 1992), Artifacts are part of the most outermost and visible corporate culture. He can be observed both by employees and also by visitors or outsiders. These artifacts can be found in the form of physical elements of the company including the behavior of the members of the organization and can also be the architecture and symbols of the company's representation (Riniwati, 2016). For employees to provide good performance and performance for the company, this V-Cont will create representation symbols, company layouts, and office designs with decorations to cause comfort and reduce employee stress. V-Cont has the tagline "Staying overnight with nature is as easy as the touch of a hand" which stimulates the curiosity of potential customers to try staying overnight to get the experience of staying in a uniquely shaped villa with a cool and beautiful mountain atmosphere, with the convenience of reservation and online payment.

1) Company Logo



Figure 1. Company Logo PT. Nahe Unggul Lestari

Source: Author, 2023

The meaning of the V logo is that the initials have two meanings. The first of the words Villa, Cont stands for Container the main material for the construction of the Villa, and the second V means five people as investors.

On the top left side of the container image is the uniqueness of this villa made of used containers, on the top right the symbol of the roof of the Villa house with a natural environment in the middle of hillside trees. The green color depicts the freshness of the cool mountain environment, providing freshness for all villa visitors so that once you come to Villa V-Cont will miss coming back.

2) Uniform

The use of uniforms or standard clothing worn by all employees aims to improve professionalism, harmony, and morale. In addition, it is also to distinguish employees from clients and visitors so that it is easier to manage employees who are working. The uniform used by NAHE uses a type of short-sleeved Polo Shirt that will create a sportive and energetic impression under villa-type lodging that requires distance, can move freely, and is agile for all employees. The yellow color represents the spirit of all employees and the green color represents the beautiful and cool nature conditions.

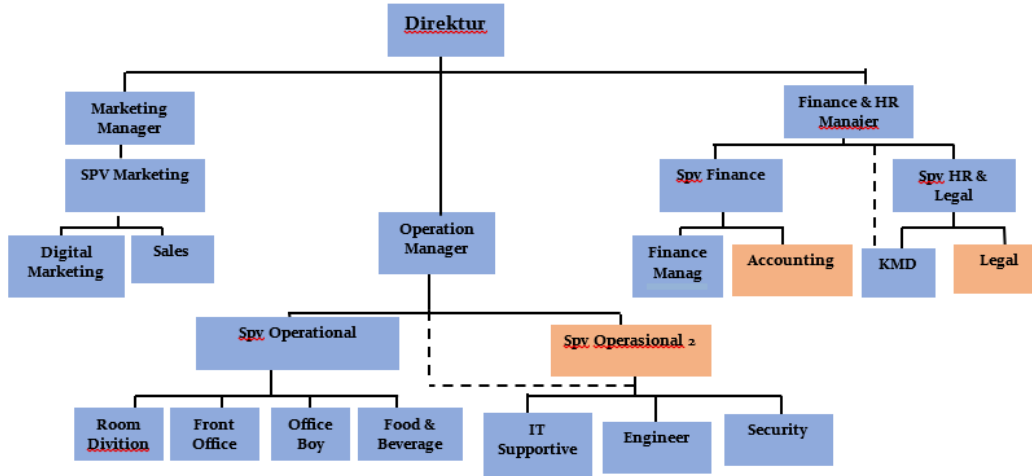


Figure 2. Company Uniform PT. Nahe Unggul Unggul Lestari

Source: Author, 2023

b. Organizational Structure

The organizational structure in a company is a definition of a hierarchy in an organization where each individual or HR within the scope of the company has their functions and tasks. V-Cont establishes the following organizational structure:



Informasi:

- = Jangka Pendek/Menengah (0-5 tahun)
- = Jangka Panjang (≥ 5 tahun)
- - - - = Jangka Pendek/Menengah (0-5 tahun)

Figure 3. Organizational Structure of PT. Nahe Unggul Lestari

c. Recruitment

To create skilled human resources which we have also mentioned as one of the *Key Succes Factors* in Chapter 1V QSPM, the recruitment process carried out by PT Nahe is carried out through two groups, namely recruitment for daily employees for room cleaning work and maintenance of villa public facilities taken from local community youth organizations and security in collaboration with local outsources who are included in the guidance of local security aparat.

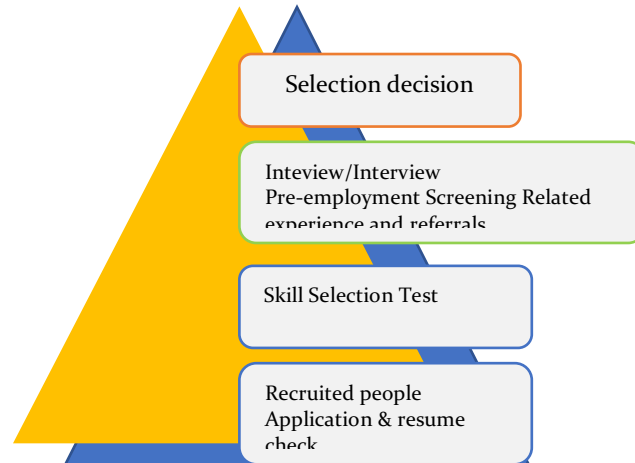


Figure 4. PT Nahe Unggul Lestari Recruitment Scheme

Source: Writing Team, 2023

1) Training and Development

Training and Human Resource Development is an important aspect to achieve the company's vision. Various policies and programs related to training and development need to be prepared to develop human resources who have maximum performance and competitiveness (Suryani et al., 2019). HR Training and Development are designed to increase knowledge and improve skills, and competencies to create high employee productivity (Winata, 2022).

The training provided by PT Nahe is aimed at improving the ability of work performance both individually and in groups based on position in the company. To meet customer satisfaction issued by professional employees, it is necessary to innovate on an ongoing basis, so training and development are needed. While career development is a business that is given formally and continuously with the main goal of increasing skills in workforce performance. PT Nahe in conducting training and development has four stages, namely analysis of training and development needs, designing training and development programs, implementing training and development programs, and evaluating the results of training and development programs.

2) Compensation System

Compensation at PT. Nahe uses a financial compensation system i.e. direct compensation and indirect compensation and a non-financial compensation system. The financial compensation system is compensation provided by the company for workers in the form of direct compensation, including salaries, overtime wages, incentives, and benefits which include fixed benefits, namely position and non-fixed allowances in the form of attendance money, transportation money, and food money. The indirect compensation is the social security program in the form of BPJS Health, BPJS Employment,

office facilities, annual leave, married leave, maternity leave, sick leave, and joint leave. Meanwhile, direct financial compensation uses the wage scale system to determine the amount of wages to be given to workers by looking at the criteria for education, work experience, position, and workload given to workers which are then stated in the collective labor agreement between the company and workers as regulated in the Job Creation Law (UUCK) contained in Government Regulation Number 36 of 2021 concerning wages on Article 7. For non-financial compensation in the form of career paths. Related to the career path of employees so that it can grow work motivation and will certainly have a good impact on the company.

3) Employee Attendance and Working Time

PT. Nahe Unggul Lestari made a policy related to employee attendance and working time to monitor the discipline of all employees with the following reviews:

a) Attendance

Employee attendance is carried out using a fingerprint attendance machine to continue to maintain employee discipline. Fingerprint-based attendance machines by recording employees' fingers, so that there is no fraud committed by employees such as in the case of attendance care. This attendance machine records what time employees arrive at the office and what time the employee leaves the office. That is, attendance is carried out before and after employees work, including if employees work overtime.

b) Working Time

PT. NAHE is engaged in lodging services, implementing the provisions for working time in a week of 7 working days as much as 40 hours based on the Job Creation Law (UUCK) contained in PP No. 35 of 2021 Article 21 Paragraphs 1 and 2 concerning Working Time. The working time applies to Office employees and overtime pay outside working hours and holidays. And the working time of villa operational employees is divided into 2 shifts of *weekday conditions* and 3 shifts (*only applied in peak session conditions*).

4) Job Evaluation

Job evaluation is carried out periodically and is also referred to as *Key Performance Indicators* (KPI). This system is carried out to measure and ensure individual contributions to the achievement of work units and the company as a whole, in addition to knowing and improving work performance optimally in the context of career development in the future, PT Nahe also uses employee evaluation forms in the company, which are the basis for evaluating employee performance each year.

5) Termination of Employment (PHK)

Termination of employment is the termination of employment from the company towards employees. Termination of employment by the company can be

caused In the provisions regarding termination of employment, it has been regulated in the Job Creation Law (UUCK) contained in PP No. 35 of 2021 CHAPTER V Article 36 concerning Termination of Employment and Article 40 paragraph 1 concerning Rights Due to Termination of Employment. Although in Article 37 paragraph 1. Guided by Law No. 13 of 2003 related to employment, there are several circumstances in which companies can terminate workers such as:

- a) Employee resignations submitted in a good manner
- b) Resignations submitted by employees
- c) Resignation due to retirement age
- d) Dishonorable termination of employment due to gross misconduct
- e) Workers detained by law enforcement
- f) The company went bankrupt
- g) Workers are constantly absent
- h) Worker dies
- i) Workers commit violations
- j) Change of status, merger, amalgamation, or change of ownership
- k) Termination of employment for efficiency reasons

a. Human Capital Cost Projections

1) Assumption of Number of Human Resources

As an effort to fulfill the desired human resources in Chapter IV, the following are the steps for the human resource planning of PT Nahe Unggul Lestari. Estimation in determining the number of employees under the needs and planning of employees estimated for the next 5 years from all Marketing, Operations, Finance, HR, and Legal Departments.

2) HR Cost Planning

Human resource cost projection is an estimated calculation that combines the number of employees in PT Nahe with the number of employees needed. The purpose of this projection is to get an overview of the employees needed or also called the preparation of formation. Human resource budget planning influences the overall operational budget and human resource activities in the future so more attention is needed by the human resources division in the preparation process. In the preparation process, things that need to be considered include the basis of preparation, the preparation system, and the analysis of employee needs. Human resource planning involves job design, recruitment, screening, compensation, development training, promotion, and employment policies. The projected *cost of human capital*.

CONCLUSION

The results showed that human resource planning has a crucial role in determining the success of the company. PT Nahe Unggul Lestari has recognized the importance of human resource planning and considers it one of the company's main priority assets. In this study, human resource planning at PT Nahe Unggul Lestari is carried out with a systematic and structured approach, ensuring that human resource needs under the company's needs can be met. Effective human resource planning in this company has provided many positive benefits. By planning human resources well, PT Nahe Unggul Lestari can identify and anticipate labor needs appropriately and on time. This allows the company to have competent and qualified employees, who can contribute significantly to the achievement of the company's business goals. In addition, good human resource planning also allows companies to manage internal talent more efficiently, thus minimizing the cost of recruiting and training new employees. Employees who have been prepared through careful human resource planning also tend to have higher levels of loyalty and attachment to the company, which can have a positive impact on employee retention rates.

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