

**STOCKIST AND STEEL MATERIAL FABRICATION
ABRASI RESISTANCE PT. INDONESIA ENGINEERING METAL GIPAN
HUMAN RESOURCE PLANNING (HUMAN CAPITAL PLAN)**

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Abstract:

PT Gipan Metal Teknik Indonesia (GMTI) is a manufacturing company that has a vision of being the best company in the field of providing and fabricating abrasion resistance steel materials, as well as a mission to prioritize product quality, deliver on time, provide the best service, and provide *customized* products. . Therefore, in order to support the achievement of the company's vision and mission, PT GMTI must have human resources with high competitiveness for the short, medium and long term. To achieve this, PT GMTI carries out *human capital strategy and planning* starting from the stages of recruiting competent employees by adapting to company needs, socializing moral guidelines as a basis for employee behavior, training and developing employee skills, to career development planning such as appointing permanent employees and career promotions. . Human resource management planning has an important role in companies in increasing work productivity to support long-term business goals and results. The success of human resource management planning is determined by the accuracy of strategy selection such as predicting company projections and maximizing human resource capabilities according to the company's organizational needs.

Keywords : *Human capital*, PT GMTI

Abstract:

PT Gipan Metal Teknik Indonesia (GMTI) is a manufacturing company that has a vision of being the best company in the field of providing and fabricating abrasion resistance steel materials, as well as a mission to prioritize product quality, timely delivery, provide the best service, and provide customized products. Therefore, in order to support the achievement of the company's vision and mission, PT GMTI must have human resources with high competitiveness for the short, medium and long term. To achieve this, PT GMTI carries out human capital strategy and planning starting from the stages of recruiting competent employees by adapting to company needs, socializing moral guidelines as a basis for employee behavior, training and developing employee skills, to career development planning such as appointing permanent employees and career promotions.

Human resource management planning has an important role in companies in increasing work productivity to support long-term business goals and results. The success of human resource management planning is determined by the accuracy of strategy selection such as predicting company projections and maximizing human resource capabilities according to the company's organizational needs.

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INTRODUCTION

The steel industry in Indonesia has shown promising positive developments amidst the easing impact of the Covid-19 pandemic. The increase in domestic steel consumption has become the main catalyst for the revitalization of production machine activities in this industry (Khoirul, 2019). The Indonesian Iron and Steel Industry Association (IISIA) optimistically projects that Indonesia's national steel consumption has the potential to exceed 20 million tonnes in 2024.

This increase is in line with the optimistic outlook expressed by several stakeholders in the industry. The association sees a positive trend in domestic steel demand, reflecting the continued economic recovery in Indonesia. Factors such as growth in the construction sector, infrastructure development, and demand from the manufacturing sector are believed to be the main drivers behind this positive development (Muta'ali, 2019); (Rijal & Tahir, 2022).

According to a report from leading market information provider, S&P Global Platts, the volume of steel demand in Indonesia is expected to reach 22.7 million metric tons in 2024. This projection reflects a significant increase, reaching 50% higher than the figure recorded in 2018. This phenomenon illustrates the belief that the Indonesian steel industry will continue to grow and contribute substantially to the national economy.

Increasing demand for steel also creates new opportunities for industry players, including local steel producers and suppliers of related raw materials. With the increasing need for steel, there is potential for further investment in production capacity and increased operational efficiency. This can result in job growth, increase industrial competitiveness, and support sustainable development in the sector.

Even though the prospects for the steel industry in Indonesia look bright, challenges cannot be ignored. Companies in this industry need to continue to adapt to global market dynamics, adopt the latest technology, and ensure operational sustainability by paying attention to environmental impacts. In this context, collaboration between government, industry and other stakeholders is the key to creating an ecosystem that supports sustainable and highly competitive growth.

By observing these optimistic trends, the steel industry in Indonesia appears to be on the right track to achieve extraordinary achievements in the future. As long as the

global economy continues to recover and demand for steel continues to increase, Indonesia has a golden opportunity to become a major player in this industry, making a significant contribution to economic growth and the country's infrastructure development (Lukito, 2022).

Although the steel industry in Indonesia shows positive growth, significant challenges are seen in the availability of abrasion resistant steel. In 2021, only around 0.388% of total national steel consumption will be this type of steel (BASUKI, n.d.). This condition reflects limitations in the ability of local steel producers to produce and provide this type of steel, forcing the industry to depend on imports from various countries.

The lack of availability of friction-resistant steel can be a potential obstacle in meeting market demand which may increase along with the growth of the construction and manufacturing sectors. This phenomenon underlines the importance of developing production capacity and technology in the Indonesian steel industry, especially in addressing special needs such as friction-resistant steel.

This condition is also related to government policy regarding steel imports. Although aimed at protecting local steel producers, import prohibition and restriction policies can indirectly contribute to limited supplies of friction-resistant steel. Therefore, there needs to be a balance between protecting local industry and meeting the needs of a growing market.

To overcome these limitations, collaboration between the government, local steel producers and other stakeholders is important. This could involve investment in research and development to increase domestic friction-resistant steel production capabilities, as well as encouraging innovation in manufacturing technology. In addition, there needs to be a better understanding of market needs and demand for certain types of steel, so that the industry can respond quickly and efficiently.

In a global context, efforts to find trading partners who can provide supplies of friction-resistant steel with the desired quality can also be a solution. Opening import channels with wise regulations can help create more diverse resources, reduce dependence on one source, and increase the competitiveness of the Indonesian steel industry as a whole (Suyatna, 2019); (Ibrahim & Halkam, 2021); (SAPTONO, 2023).

By proactively facing these challenges, the Indonesian steel industry can optimize growing growth opportunities and diversify their product portfolio (Rachmat et al., 2023). In the long term, investment in increasing production capacity and technological innovation will be key to ensuring that the industry not only grows quantitatively, but also develops in terms of quality and product diversification. In facing these challenges, PT Gipan Metal Teknik Indonesia (GMTI) as a manufacturing company is committed to being the best in the supply and fabrication of abrasion resistance steel materials. Our vision is to become a leading company in this industry, with our main mission being to

prioritize product quality, deliver on time, provide the best service, and provide products that can be tailored to special needs.

PT. GMTI presents a solution by providing material purchases according to needs, while ensuring cost efficiency so as not to exceed the predetermined budget (cost efficiency). With this approach, we strive to provide additional benefits to our customers, not only in terms of more affordable prices, but also in faster part procurement times because it does not involve various suppliers.

Apart from that, PT. GMTI offers the best service to our customers by providing end-to-end services, which is based on the philosophy of eliminating as many intermediaries as possible. We also provide a full guarantee with certain terms and conditions, aimed at increasing business efficiency, optimizing performance and fostering customer trust. With this approach, we hope to become a reliable partner for customers in running their business.

MATERIALS AND METHODS

In providing the best service to customers, a company must carry out an analysis to assess strengths and weaknesses. Every company must be able to create an appropriate strategy and plan, in order to be able to compete in the present and future. One of the analyzes that must be carried out by a company is *human capital strategy*.



Figure 1 Human Capital Framework

PT. GMTI as a manufacturing company is of course in accordance with the company's vision of planning and managing human resources in order to produce quality human resources so as to increase competitiveness in the short, medium and long term. The importance of *the human capital* planning function in increasing work productivity, producing professional services (*end to end*), providing the right solutions for companies based on the knowledge and skills possessed by human resources in the company. Meanwhile, the target of *human capital planning* is to create work efficiency and effectiveness in order to increase job satisfaction and loyalty of human resources, which ultimately encourages company productivity and profitability by increasing sales, service quality, and lower customer complaints .

Human *capital* goals and objectives are a company strategy in planning human resource management to increase employee job satisfaction by using HR skills and knowledge, to support long-term business goals and results. The success of human resource planning will be determined by the accuracy of selecting strategies in designing human resource empowerment in the organization, and predicting future needs in accordance with the dynamics of business growth and development.

Table 1 Goals and Objectives *Human Capital* PT. GMTI

CATEGORY	OBJECTIVE	TARGET
Short-term (1-2 Years)	1. Fulfilling the need for human resources who have competence in the fields of production operators, fabrication and product sales or marketing and are able to use technology.	1. Carry out HR selection according to the required specifications;
		2. Create <i>Job Analysis</i> for HR recruitment;
		3. Recruit 20 employees according to their fields and competencies;
	2. Increasing the capabilities of human resources who are skilled and have high integrity;	1. Analyzing training needs in accordance with the Company's strategic needs in responding to future dynamics;
		2. Conduct training or internal training 2 (two) times a year and K3 (Occupational Health and Safety)
	3. Reduce employee retention rates to 100%.	1. Implement employee employment contracts;
		2. Implement talent management and career management .

Short-term (3-4 Years)	1. Fulfilling the need for human resources who have competence in the fields of production and development;	1. Carry out HR selection according to the required specifications;
	2. Increasing effective and productive <i>teamwork</i> ;	1. Creating harmonious working conditions and a more conducive working atmosphere; 2. Holding a <i>Gathering program</i> once a year
	3. Reduce employee retention rates to 100%.	1. Creating mutual working conditions protect And responsible ; 2. Apply Contract Work annual ; 3. Apply Management talent And Management career
	4. Improving HR <i>skills</i> and competencies through external <i>training</i> once a year	1. Employees take part in certified training programs; 2. Establish <i>Learning Management</i> .
Long-term (> 5 years)	1. Evaluation and strengthening of human resources by increasing the general KPI value above 85%;	1. Implementation of recruitment by increasing the criteria for prospective employees ' 2. <i>In house</i> refresher training for old and new employees.
	2. Regular evaluation and provision of positive feedback for employees.	1. Program <i>Employees Empowerment</i> or empowerment employees that is enhancement understanding and practice <i>critical</i> minimal <i>thinking</i> 85 % ;
	3. Employee reward is running 100%.	1. Promotion or career development .

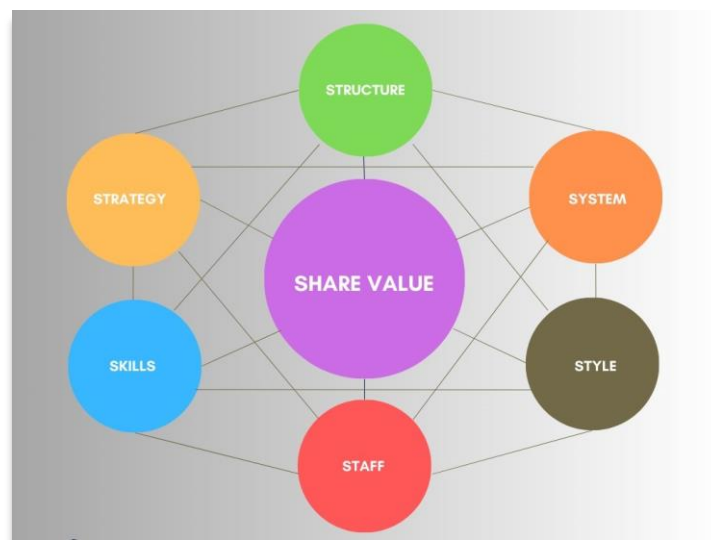
Human capital planning or strategy is needed to maximize the company's needs according to the available workforce, both in terms of quality and quantity. First, regarding the number of employees, PT GMTI must properly identify the sections that require human resources. This is important because human resources are the main asset for a company in achieving its targets and vision and mission.

Furthermore, not only analyzing the need for the number of employees, PT GMTI must also have a training strategy and development of human resource capabilities. Training and development of human resources in a manufacturing industrial company is an effort to help improve the quality of employee work, thereby producing high quality products and services, as well as increasing employee satisfaction.

Not only improving employee capabilities, PT GMTI must also implement an Occupational Health and Safety Management System (SMK3) and career development program. The Occupational Health and Safety Management System is an important program and must be carried out by companies, so that employees feel safe and guaranteed their safety while working. Meanwhile, career development aims to motivate employees to work hard, so that they get a better position to support the realization of company goals.

RESULT AND DISCUSSION

In achieving the company's vision and mission , PT. GMTI has a strategy that is applied more to the development of knowledge and *skills* of human resources (HR) and the direction of each staff's *job description* , *especially those that are closely related to the main strategy in QSPM. PT's human capital strategy* . GMTI is based on a combination of QSPM and HR targets by applying the McKinsey 7S framework, namely 7 (seven) aspects of *Strategy, Structure, System, Style, Staff, Skill* and *Share Value* . These seven aspects need to be aligned so that the implementation of company strategy can be better in achieving company targets.



Picture 2 Application FrameworkMcKinsey 7S

The seven aspects of *Strategy, Structure, System, Style, Staff, Skill* and *Share Value* are aligned so that the implementation of company strategy can be even better in achieving company targets. In applying the McKinsey 7S framework to new companies, the first thing to determine is *Share Value* and *Strategy*. *Share Value* represents corporate culture, namely the strategy of all members of the organization in the company where the company's goals and objectives are the basic views about the meaning of existence, business indicators and other problems as well as criteria for assessing company and employee behavior.

The results of implementing strategies in the McKinsey 7S framework at PT. GMTI as depicted in Figure 2.

Table 2 Application Model McKinsey_ 7S

McKinsey 7S	Implementation
<i>Strategy</i>	M supports strategy market penetration .
<i>Structure</i>	Building an ideal company organizational structure with targets fulfilled in period long.
<i>Systems</i>	Make something system For enhancement competence employee
<i>Style</i>	Director involved in all line on period short And on period Long start led by each division.
<i>Shared Value</i>	PT. GMTI puts it first organizational cultural values , namely <i>integrity, respect</i> , professionalism , and <i>teamwork</i> .
<i>Staff</i>	Recruit employees according to the company's needs and are placed according to their fields and competencies .
<i>Skills</i>	In accordance with the Company's vision of <i>Specialist and The Best Solution for Metal Abrasion Resistance Plate</i> and implementing 5R (Neat, Clean, Diligent, Concise, Careful), PT. GMTI delivers <i>training</i> routine For support ability differentiation service and excel in competition and have certified expertise.

Apart from implementing the McKinsey 7S model in achieving company targets, PT GMTI certainly requires human resources who have a high commitment to achieve the company's vision and mission. For this reason, PT. GMTI makes continuous and sustainable efforts, so that it becomes a company culture in shaping behavior and even becomes the soul of all employees in the company.

Organizational culture is currently seen as one of the sources of a company's competitive advantage in facing an environment that continues to change. The cultural

values applied in an organization can be one of the factors that determine the survival of an organization.

The development of a company can be determined by creating a conducive work environment so that opportunities will open up for the development of the learning process at work, and can create enthusiasm in solving all problems that arise both from the internal and external side of the company.

The company culture at PT GMTI is instilled in all employees, as a *human capital strategy*, namely:

1. **Company Artifacts**

Artifact is a form of culture that can be observed directly and includes physical elements of the organization. Apart from that, *artifacts* are a form of communication between internal company parties and external parties, such as company logos, factory layouts, and employee uniforms.

First, the company logo has a function in building the company's image, as a characteristic, promotion, attraction and market control (Sulistio, 2021). PT GMTI's *tagline* is *Specialist and The Best Solution for Metal Abrasion Resistance Plate*. Meanwhile, the PT GMTI logo is a combination of the letters PT GMTI in steel color and bold but simple letters.



Figure 3. PT GMTI logo

Second, the form of *artifact* from PT GMTI is the factory layout. PT GMTI designed the company with the aim of creating effectiveness and efficiency in work. Apart from that, *the layout* is designed so that each employee has an important role in the work team.

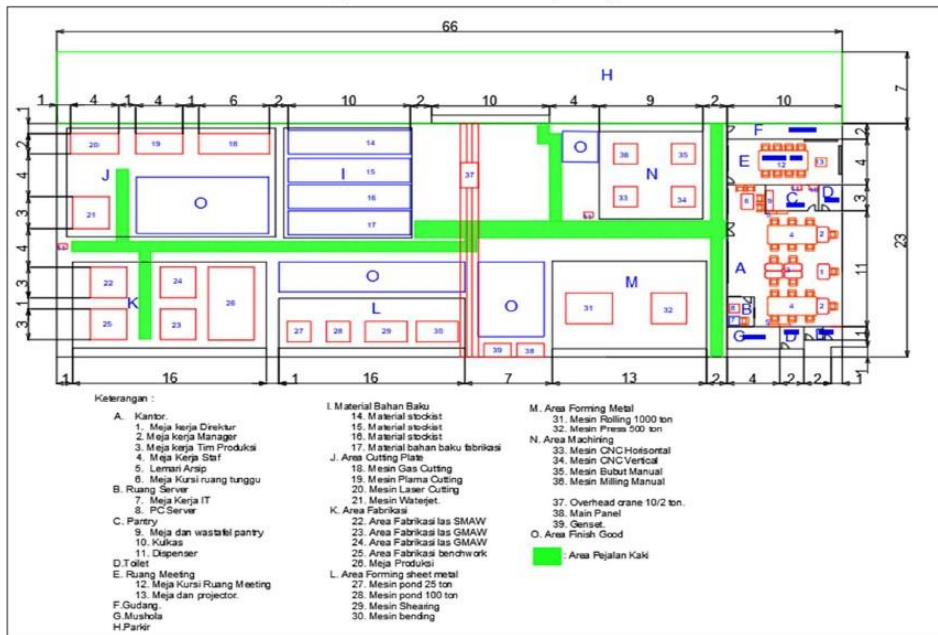


Figure 4. Factory Layout

Finally, employee uniforms become PT GMTI *artifacts* . Uniforms are designed attractively and in accordance with the scope of work in the manufacturing sector. It is hoped that the uniform will become a positive characteristic so that it can be easily recognized by the public and PT GMTI co-workers.



Figure 5. PT GMTI uniform

2. Norm/Value

PT GMTI disseminates company values to all employees, which aims to serve as a moral and behavioral guide for the organization. The values possessed by PT GMTI are:

- Professional: employees understand and are able to carry out their job duties and responsibilities with a focus on customer satisfaction with the services provided by PT GMTI.

- *Teamwork* : being united and synergistic as a team, being sincere and open to achieve the company vision.
- *Learning* : increasing the company's ability to learn from the environment and apply knowledge to business processes and decision making.

3. HR assumptions

HR assumptions are the things that underlie employee behavior every day. Assumptions greatly influence the company culture in accordance with PT GMTI's *norms/values* . So to achieve the company's vision, PT GMTI has assumptions as one of the organizational cultures, namely:

- *Professional*: all employees of PT. GMTI is committed to providing accurate and reliable performance results and oriented towards customer satisfaction while still paying attention to the rules within the organization. If manipulation is found, a penalty will be given in the form of termination of employment.
- *Teamwork* : does not tolerate conflict between employees, so that if a conflict occurs, mediation will be carried out first, and SP1 to SP3 will be given.
- *Learning* : employees are expected to learn continuously to improve knowledge and skills in their respective fields, which will have an impact on performance assessments every year.

Furthermore, PT GMTI has an organizational structure and preparation of job descriptions *as a human capital strategy*. The organizational structure describes the components of the company where each HR has its own position and function, in achieving the company's vision and mission. Meanwhile, the preparation of job descriptions is intended to serve as a guide for employees to carry out their respective roles. This serves to avoid the occurrence of multiple positions and to ensure that employees understand their respective responsibilities and authorities.

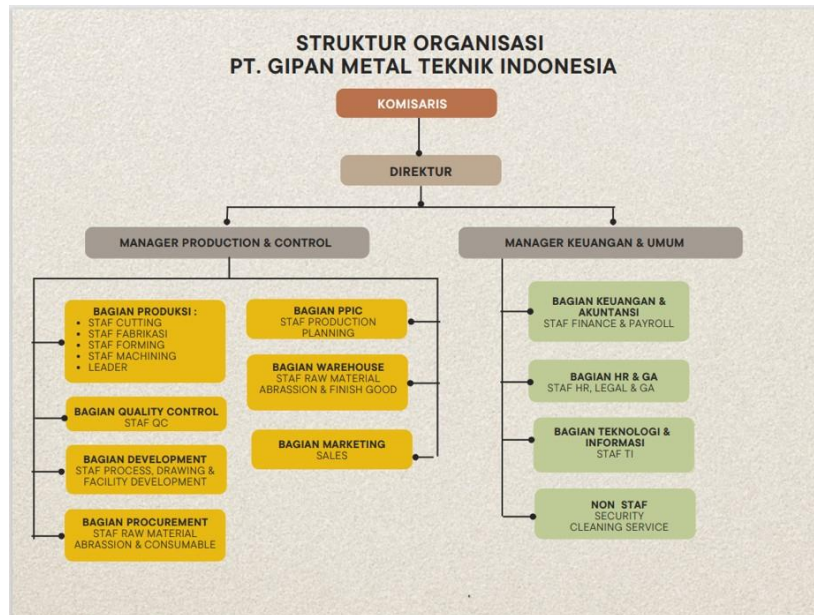
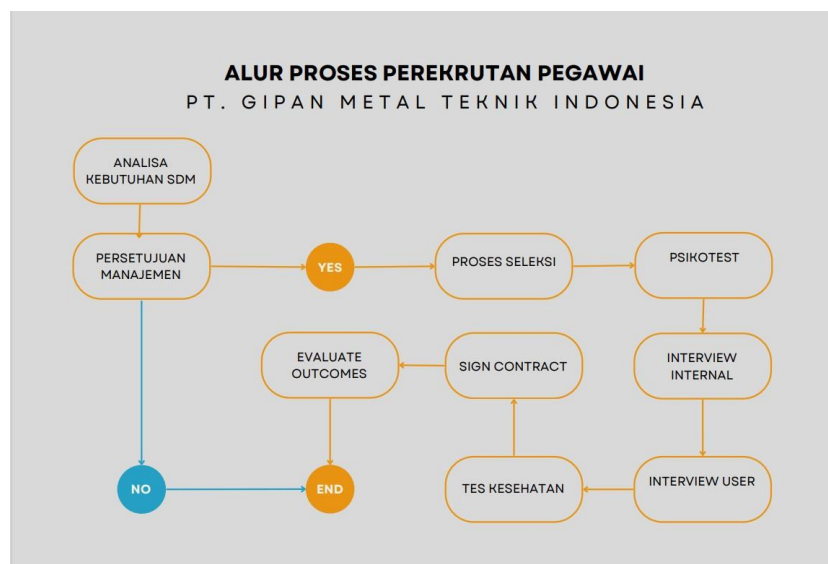


Figure 6 Structure Organization PT. GMTI

Apart from that, to ensure the number of employees meets the company's needs, PT GMTI recruits workers. PT. GMTI carries out the recruitment process in 2 (two) ways, namely internal recruitment and external recruitment. Internal recruitment uses the method of announcing vacant job vacancies and talent *inventory* .



Picture 7 Recruitment Flow Scheme PT. GMTI

The advantages of using internal recruitment include relatively cheap costs, clear career development, and increasing employee motivation and morale so that

employees feel cared for and promoted because of a clear career. PT. GMTI will carry out external recruitment if there are no employees within the company who are suitable to fill the positions required through *the University Job Fair* ; Job Search Applications (LinkedIn, JobStreet, JobsDB) and Company Websites. External recruitment is also needed for testing expansion which causes labor requirements to increase. Objectives of PT. GMTI's recruitment is to provide a pool of qualified prospective employees, so that they are consistent with the company's strategy, insight and values.

After recruitment, PT GMTI has carried out training and development for company employees. Training and development of human resources in a manufacturing industrial company is an effort to help improve the quality of employee work, thereby producing high quality products and services, as well as increasing employee satisfaction. Apart from training and developing human resources, it is also necessary to maintain an occupational health and safety system which is a necessity in the manufacturing industry because employees, especially in the operational sector, often interact with machines, materials and dangerous materials which require personal protection and the need for management or providers. work ensures that all work operations comply with procedures.

The Occupational Health and Safety Management Program or System (SMK3) is a series of activities carried out by a company to ensure that the work environment is safe, comfortable and healthy for employees or workers. This SMK3 covers aspects of risk management, hazard identification, accident and injury prevention, occupational health and environmental hazard control.

By implementing SMK3, companies can identify potential hazards, provide training to workers about safety, and monitor safety performance regularly. This helps create a strong safety culture in the manufacturing industry and reduces incidents that could be detrimental to all parties.

Table 3 Goals and Strategy Steps for SMK3

No.	Objective	Strategy steps
1.	Creating a culture that prioritizes occupational health and safety	<ol style="list-style-type: none"> 1. Keeping employees regularly engaged with health and safety; 2. Simplify practices and procedures; 3. Rewarding positive behavior, 4. Maintain openness of information and communication 5. Management involvement
2.	Use safety equipment properly	<ol style="list-style-type: none"> 1. Providing PPE (clothing, footwear and helmets)

		2. Systems of health and safety policies, practices, software.
3.	Provide health and safety training	Training material modules that are easily accessible for employees to learn from
4.	Integrate detailed health and safety programs	1. Detailed and comprehensive safety program

Several training programs that can be provided to employees are:

Table 4 Types and Materials for PT GMTI Employee Training and Development

No.	Type of Training	Training materials
1.	Training on Introduction to the Company Environment	The training material regarding introduction to the company environment aims to help new employees adapt more quickly to their place of work ;
2.	Training on Standard Operational Procedures or Work Instructions ;	Training material regarding work instructions related to the field of work and responsibilities as well as parties related to their duties.
3.	Training on 5R and K3	5R training or Concise, Neat, Clean, Careful and Diligent is carried out so that employees can apply these things in their work environment so that work comfort and safety will be more easily achieved. Meanwhile, K3 or Employee Work Safety is provided so that these employees understand more about work health and safety procedures

Regarding career development, PT GMTI has designed a scheme from the start of employees working at the company. HR career planning and development at PT. GMTI is carried out to face future challenges. Career planning and development activities include the potential of individual employees for the growth and progress of the organization/company. In this case, management carries out performance assessments through monitoring employee performance which affects the company's profitability.

The career development scheme carried out by PT GMTI is the appointment of permanent employees with the condition that they are contract employees with a contract duration of 3 - 6 months with the option of 1 contract extension and getting an assessment score above 90. If the score is 75 - 90 then there is an option to extend the contract by 1 again for the same period, while a value of less than 75 means the contract was not extended and the employee was not appointed as a permanent employee.

Apart from appointing permanent employees, PT GMTI also carries out employee career promotions in the form of position or wage increases. Promotion can be obtained if the employee continues to improve his performance so that he can make a big contribution to the company, namely by helping to realize the company's goals based on key work indicators that have been determined.

Not only providing permanent employee appointments and career promotions, in accordance with company regulations, PT GMTI provides several types of compensation as company remuneration to its employees, in order to maintain and improve the welfare of its employees. This compensation can be financial or non-financial, over a fixed period. The company will create a good compensation system, so that it will be able to provide satisfaction for employees and can enable the company to acquire, employ and retain its employees. The form of compensation can be financial compensation and non-financial compensation.

Regarding monthly costs to employees, PT GMTI has provided HR costs and this is included in the existing benefits provided for the next five years. PT GMTI provides basic salaries, position allowances and holiday allowances to its employees. PT. GMTI also assumes that every employee of PT. GMTI will experience a salary increase every year in accordance with rising inflation.

Table 5 PT GMTI HR Costs

No.	Jabatan	Jangka Pendek		Jangka Menengah		Jangka Panjang
		Tahun 1	Tahun 2	Tahun 3	Tahun 4	Tahun 5
1	Komisaris					
	Komisaris	81.000.000	85.050.000	89.302.500	93.767.625	98.456.006
2	Direktur					
	Direktur Utama	180.000.000	189.000.000	198.450.000	208.372.500	218.791.125
3	Manager					
	a. Manager Production & Control	108.000.000	113.400.000	119.070.000	125.023.500	131.274.675
	b. Manager Keuangan & Umum	108.000.000	113.400.000	119.070.000	125.023.500	131.274.675
4	Bagian Produksi					
	a. Bagian Cutting	230.400.000	120.960.000	242.208.000	254.318.400	267.034.320
	b. Bagian Fabrikasi	57.600.000	60.480.000	121.104.000	127.159.200	133.517.160
	c. Bagian Forming	57.600.000	60.480.000	121.104.000	127.159.200	248.717.160
	d. Bagian Machining	-	-	57.600.000	118.080.000	181.584.000
	e. Leader	60.000.000	63.000.000	66.150.000	69.457.500	72.930.375
5	Bagian Quality Control					
	Quality Control	60.000.000	63.000.000	66.150.000	69.457.500	132.930.375
6	Bagian Development					
	a. Process, Drawing & Facility Development	60.000.000	63.000.000	126.150.000	132.457.500	139.080.375
7	Bagian Procurement					
	a. Raw Material Abrasion & Consumable	60.000.000	63.000.000	66.150.000	69.457.500	72.930.375
8	Bagian Warehouse					
	a. Raw Material Abrasion and Finish Good	60.000.000	63.000.000	66.150.000	69.457.500	72.930.375
9	Bagian PPIC					
	Production Planning	60.000.000	63.000.000	66.150.000	69.457.500	72.930.375
10	Bagian Marketing					
	Sales	78.000.000	159.900.000	167.895.000	236.289.750	248.104.238
11	Bagian Keuangan dan Akuntansi					
	a. Finance & Payroll	57.600.000	60.480.000	63.504.000	66.679.200	70.013.160
14	Bagian HR & GA					
	a. HR, Legal & GA	60.000.000	63.000.000	69.457.500	69.457.500	72.930.375
15	Bagian Teknologi dan Informasi					
		60.000.000	63.000.000	66.150.000	69.457.500	72.930.375
16	Security					
		115.200.000	120.960.000	127.008.000	133.358.400	140.026.320
17	Cleaning Service					
		57.600.000	60.480.000	63.504.000	66.679.200	70.013.160
	Total Gaji	1.611.000.000	1.648.590.000	2.082.327.000	2.300.570.475	2.648.398.999
	Biaya Lainnya :					
	THR	143.850.000	150.455.000	196.577.750	216.206.638	275.216.969
	Total BPJS Kesehatan yang dibebankan ke Perusahaan	69.048.000	72.218.400	103.779.186	103.779.186	132.104.145
	Total BPJS Ketenagakerjaan yang dibebankan ke Perusahaan	107.714.880	112.660.704	161.895.530	161.895.530	206.082.467
	Beban Tunjangan Jabatan	70.675.000	154.800.000	170.298.000	170.298.000	178.632.900
	Beban Tunjangan Transport	52.800.000	26.400.000	27.720.000	27.720.000	42.306.000
	Biaya Rekrutmen	10.500.000	1.000.000	3.600.000	1.600.000	2.700.000
	Beban Pelatihan dan Pengembangan (In House Training)	9.400.000	9.470.000	10.160.000	10.320.000	11.500.000
	Biaya Pelatihan Bersertifikasi Level Manager (eksternal)	-	70.000.000	-	-	70.000.000
	Biaya Gathering	-	32.950.000	40.300.000	42.750.000	50.100.000
	Beban Pembuatan Seragam	5.000.000	5.500.000	9.600.000	11.050.000	16.100.000
	Total Biaya Lainnya	468.987.880	635.454.104	723.930.466	745.619.354	984.742.481
	Total Biaya Human Capital	2.079.987.880	2.284.044.104	2.806.257.466	3.046.189.829	3.633.141.480

CONCLUSIONS

Human capital strategy or planning in accordance with company regulations. In accordance with the company's vision and mission, namely *Specialist and The Best Solution for Metal Abrasion Resistance Plate*, PT. GMTI has carried out *human capital* planning with the aim of increase productivity Work, produce service professional,

provide the right solutions for companies based on the knowledge they have by workers in the company. However, PT GMTI must continue to innovate in terms of strategy and *human capital planning*, including monthly costs, so that the company's employees continue to be motivated to work and support the company in achieving the expected targets.

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