

STRATEGIC PLANNING AND HUMAN CAPITAL PLAN IN BINA INSANI UNIVERSITY BUSINESS DEVELOPMENT PROJECT AT CIKARANG CAMPUS

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Abstract

Bina Insani University is one of the leading private universities in Indonesia. The development of Bina Insani University's business project on the Cikarang campus requires a large investment, both in terms of financial and human resources. Therefore, careful strategic planning is needed to ensure the success of the business development. The purpose of this study is to examine the strategic planning and human capital plan in the business development project of Bina Insani University on the Cikarang campus. This research uses qualitative research methods. Data collection techniques in this study used literature studies and observation. The data that has been collected is then analyzed thematically. The results showed that the strategic planning and human capital plan in Bina Insani University's business development project at the Cikarang campus had been carried out carefully. Strategic planning is done by establishing the long-term, input stage, the matching stage, the decision stage, the business level, and the lean business canvas model. The human capital plan is done with the stages of goals and objectives, corporate culture and values, organizational structure, human capital planning, and Human Resources Cost Projections.

Keywords: Strategic Planning, Human Capital Plan, Business Development

Introduction

Bina Insani University is located in Bekasi, located on Jalan Siliwangi No. 6 Rawa Panjang, West Java. This campus is part of the National Child Prosperity & Welfare Foundation (YKAB) (Ramdhan et al., 2021). In the economic and trade sector, Bekasi Regency has 10 industrial estates and more than 2,553 companies. This is the largest industrial area in Southeast Asia (Bekasi Regency in 2022 Figures). Companies in the industrial estate consist of national and multinational companies that can employ around $(558,010 + 63,586) = 621,596$ workers, both at the operator and managerial levels. At the managerial level, a workforce is needed that has minimum higher education requirements and major specifications that are in line with the needs of the business and industrial world (DUDI).

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Based on the background above, namely that Bekasi Regency which has 10 industrial estates and more than 2,553 companies which is the largest industrial estate in Southeast Asia, as well as the number of growth of prospective fresh graduate and non-fresh graduate students, there is an opportunity that is quite interesting and has the potential to develop in the future. The development of Bina Insani University business projects on the Cikarang campus requires significant investment, both in terms of finance and human resources. Due to its complexity, careful strategic planning is needed to ensure the success of business development.

Previous research by Purwadi (2018) examined the investment growth target and investment development strategy plan of Papua Province, the results showed that 1) Spatially seen from 29 districts or cities whose ICOR has been calculated, 20 regions are considered to have low investment costs because they have low ICOR; 2) Based on ICOR Based on the analysis, it was found that during the period 2012-2016 the most inefficient economic sector in Papua Province was the industrial sector; 3) Referring to the low ICOR magnitude with an average below 4, it is finally generalized that these efforts to increase regional investment in Papua Province in the future must be directed towards agriculture-based sectors.

Another study by Wiyono (2020) examined the strategic planning of information systems at PT Telekomunikasi Indonesia, Tbk Witel Semarang Using Ward And Peppard, the results showed that the SI/IT at PT. Telekomunikasi Indonesia, Tbk is already good, it's just that what needs to be improved is employee performance and HR improvement. The increase is for the implementation of existing SI / IT at PT. Telekomunikasi Indonesia, Tbk can be used effectively and efficiently. As well as improving good performance in the future can provide added value for the company's services to its consumers. And the SI / IT recommendations provided can also be implemented by the company in the next 1-5 years (Makarim, 2003);(Sugiarti, 2018).

The novelty of this research lies in the object of its research, namely Bina Insani University on the Cikarang campus. The results of this study can provide deep insights to stakeholders in universities or similar organizations regarding the importance of careful planning and effective investment of human resources to achieve the desired business goals. Moreover, these implications can also help in formulating future strategies and more efficient and productive human resource policies. The purpose of this study is to examine strategic planning and human capital planning in the business development project of Bina Insani University on the Cikarang campus.

Research Methods

This study used qualitative research methods. Qualitative research methods are scientific approaches used to understand the meaning, interpretation, and context of the phenomenon under study. This approach emphasizes in-depth description, understanding, and analysis that focuses on qualitative rather than quantitative aspects (Sari et al., 2022). Data collection techniques in this study used literature studies and observation. The types of data in this study are secondary and primary data. The data that has been collected is

then analyzed thematically. Thematic analysis is carried out by identifying themes that are relevant to the research objectives.

Results and Discussion

Strategic Planning

The Strategy-Formulation Analytical Framework

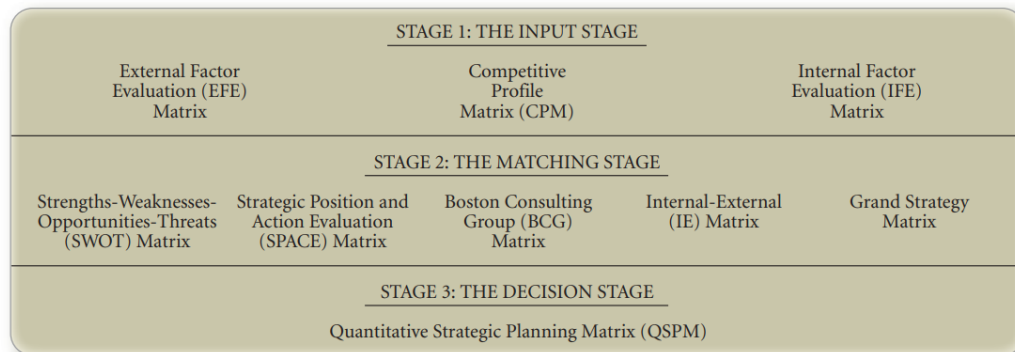


Figure 1. Strategic Planning Framework

(Sumber: Fred R. David, 2012)

Based on the framework above, the steps for implementing the strategic management of the development plan of Bina Insani University, Cikarang campus include:

- a. The first step is called Establish Short, Middle, and Long Term Objectives, which is to determine short-term, medium-term, and long-term goals. Short-term goals have a period of 1 to < 2 years, medium-term goals of 3 - 4 years, and long-term goals of > 4 years.
- b. The second step is to conduct a 3-stage analysis, namely stage one analysis called the input stage, this stage evaluates the external environment of Bina Insani University also called External Factor Evaluation (EFE) which focuses on opportunities and threats or challenges achieved or faced (Yahya, 2021). The second stage of analysis is an analysis and evaluation of the internal environment of Bina Insani University also called Internal Factor Evaluation (IFE) which focuses on the strengths and weaknesses of Bina Insani University. The third stage of analysis is then compiled by the Competitive Profile Matrix (CPM) to determine the position of Bina Insani University in the competitive map of competition in the industry.
- c. The third step next is The Matching Stage. In this step, an analysis of strengths, weaknesses, opportunities, and threats is presented in the form of a matrix also called the SWOT Matrix. In addition, at this stage, a matrix is also compiled that explains internal conditions and external conditions also called the IE Matrix.
- d. The fourth step is The Decision Stage where this step explains a quantitative strategic plan described with a matrix called the Quantitative Strategic Planning Matrix (QSPM).

- e. The fifth step is the Business Level Strategy which in this step explains the picture of Bina Insani University pursuing its competitive advantage in the selected market environment, using Porter's generic strategy analysis.
- f. The sixth step is the Lean Business Canvas Model is a template for the development plan of Bina Insani University, Cikarang campus to make it easier to read and understand.

Human Capital Plan



Figure 2 Human Capital Plan Framework

Based on the Framework above, the implementation steps of the Human Capital Plan are carried out as follows:

Human Capital Goals and Targets

Determine short-term, medium-term, and long-term Human Capital goals and objectives at Bina Insani University as follows:

Table 1 Goals and Objectives of Bina Insani University

Purpose	Goal
Short Term (1st and 2nd year)	
1. Fulfillment of academic and non-academic human resources according to the initial needs planning of as many as 56 people.	Recruiting employees: 1 person in charge of campus, 2 people in charge of fields, 9 people in charge of sections, 24 lecturers, 12 education staff, and 8 support staff.
2. Improve the competence of <i>hard and soft HR skills</i> regularly through <i>internal and external training</i>	Implementation of training for human resources in the field of <i>hard and soft skills</i>

Purpose	Goal
	competencies routinely twice a year through <i>internal</i> and <i>external</i> training.
3. HR remuneration according to standards	Given to HR, the remuneration of which has been by the standards based on the <i>merits of the system</i> .
Secondary Term (3rd year and 4th year)	
1. Fulfillment of academic and non-academic human resources according to planning needs to 82 people.	Recruiting 20 lecturers, 4 education staff, and 2 support staff.
2. Evaluation, and improvement of the HR performance appraisal system	Conduct Evaluation and improvement of the HR performance appraisal system.
3. <i>Reward and punishment</i> sesuai dengan <i>Key Performance Indicator</i> (KPI)	Consistent implementation of <i>Reward and punishment</i> by KPIs
Long Term ≥ 4	
1. Fulfillment of academic and non-academic human resources according to the planning needs to 94 people.	Recruiting 8 lecturers, 2 education staff, 2 support staff.
2. Career development for human resources at Bina Insani University	Adequate level of education and academic level.
3. Creating HR Retention	0% <i>turnover</i>

Source: Management of Bina Insani University

Corporate Culture and Values

Artifact Company

These artifacts are cultural forms that can be directly observed including the physical elements of the organization, visible behavior, and representative symbols of the organization. These elements include:

Logo Universitas Bina Insani



Picture 3 Logo of Bina Insani University

The University logo has the following visuals and meanings:

- a. Yellow color is interpreted as intelligence as a result of the higher education process.
- b. Green color means well-being.
- c. The image of rice is interpreted as prosperity.

- d. Pictures of 7 (seven) grains of rice show 7 (seven) values of Bina Insani University.
- e. Silhouette images are interpreted by young men and women of the nation as heirs of the country.
- f. On the side of the logo is written Bina Insani University in dark green
- g. The line that connects the inner and outer circles means that intelligence and prosperity are whole things that are the needs of every human being
- h. The logo is accompanied by the Bina Insani University brand with the acronym Bina Insani University with an English pronunciation that means be yourself which means an invitation for the academic community to empower all their potential by their strength and potential. For this reason, the academic community of Bina Insani University is always introspective to find out their strengths and weaknesses to know exactly the elements that need to be improved and empowered.

Tagline

Along with the logo, there is a tagline "Fast and Ready to Work Lecture" which is a common goal to be achieved both institutionally and individually through positive and productive behavior.

Yelling

Yelling Bigger-Better-Higher is an encouragement for the academic community to work through affirmations to always want bigger, better, and higher in every creativity of life.

Nilai (Norma/ Value)

The noble values possessed by Bina Insani University are as can be seen in the following Table 3:

Table 2 Noble Values of Bina Insani University

Noble Values	Do (done)	Don't (not done)
Discipline Obey and comply with policies, regulations, values, rules, and regulations	Comply with and implement applicable Policies, Regulations, values, and rules with self-awareness without coercion Carry out his work according to the job description and on time	Not complying with applicable policies, regulations, values, and rules Running his work is always late Postponing ² work
Honest Compatibility of attitudes between words and actual deeds	Sincere in carrying out something mandated Convey the truth in providing information	Not suitable for carrying out the mandate Not conveying the truth in his speech Lying for personal gain
Commitment The promise of individual attachment to advance the Institution/organization	Complete the task. Determination to achieve organizational goals. Loyal in getting the job done.	Not doing tasks. Abandoning responsibility. Permit. Work on "origin complete" tasks.

Noble Values	Do (done)	Don't (not done)
Integrity Honest, open, consistent in thoughts, words and deeds	Perform tasks as promised. Hearing other people's opinions. Dare to admit the mistakes caused by his words and deeds. Seek help or input from others when faced with situations that cannot be handled alone	Lie. Cheating. Denying the truth Cheat. Throwing responsibility. Hide data/facts/info or submit it incompletely. Defensive/unwilling to admit mistakes. Leaking facts/data/info to competitors.
Competencies The ability needed to do work based on knowledge, skills, and work attitudes	Able to complete a job or task by the required performance standards Able to do work effectively and efficiently Able to respond to their obligations to carry out duties and activities properly	Not getting the job done well There are still some shortcomings ² in the work that is its obligation
Cooperation Work together to achieve goals based on the principles of mutual trust, synergy (inter and between units), and knowledge sharing.	Trust each other and be transparent in working together. Synergize and help each other in achieving goals. Sharing information and knowledge. Effective and efficient in building cooperation. Take care of the promised punctuality. Coordinating each other in working together.	Suspicious. Individualistic. Provocative. Apathy. Dishonesty/lying
Innovative Be creative in everything to generate added value	Use knowledge and skills that can be used to create and adapt to changes that always occur to continue to compete	Passive Unwilling to adjust to changes, Apathy

Source: Bina Insani University Management Board

Assumption/Belief

Assumptions are elements of organizational culture that are embedded in the subconscious minds of employees. This assumption encourages employee behavior to achieve the vision, mission, and strategy of the organization, and also based on Schein where if employees violate (don't) they will get punishment, but if the employee carries it out (do) accordingly they will get a reward.

Organizational Structure

The organizational structure of Bina Insani University Cikarang campus will be managed the same as Bina Insani Central Campus (Bekasi City), as shown in the following picture:

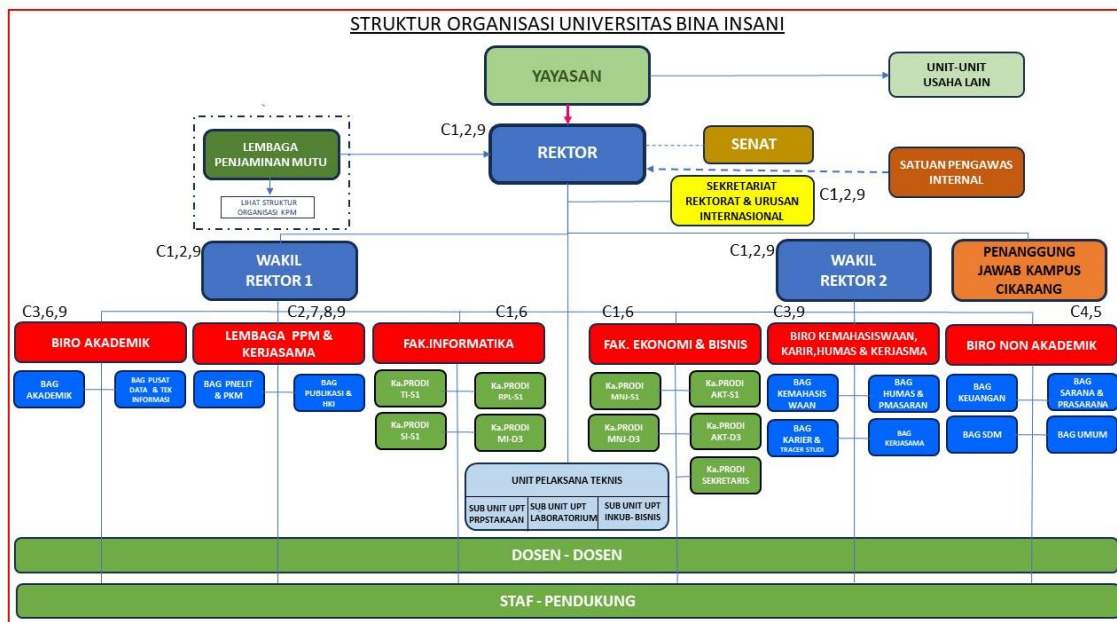


Figure 4 Organizational Structure of Bina Insani University

From the picture above, Bina Insani University Cikarang Campus is included in the Organizational Structure of Bina Insani University Central (Bekasi City), where the responsibility of the Cikarang Campus is under the supervision or responsibility of the Rector, and the Organizational Structure of Bina Insani University Cikarang Campus, one person in charge of the Cikarang Campus is in charge of one person in charge of academic affairs and one person in charge of non-academic fields, who oversees education staff, lecturers and support staff as shown in figure 4 below:

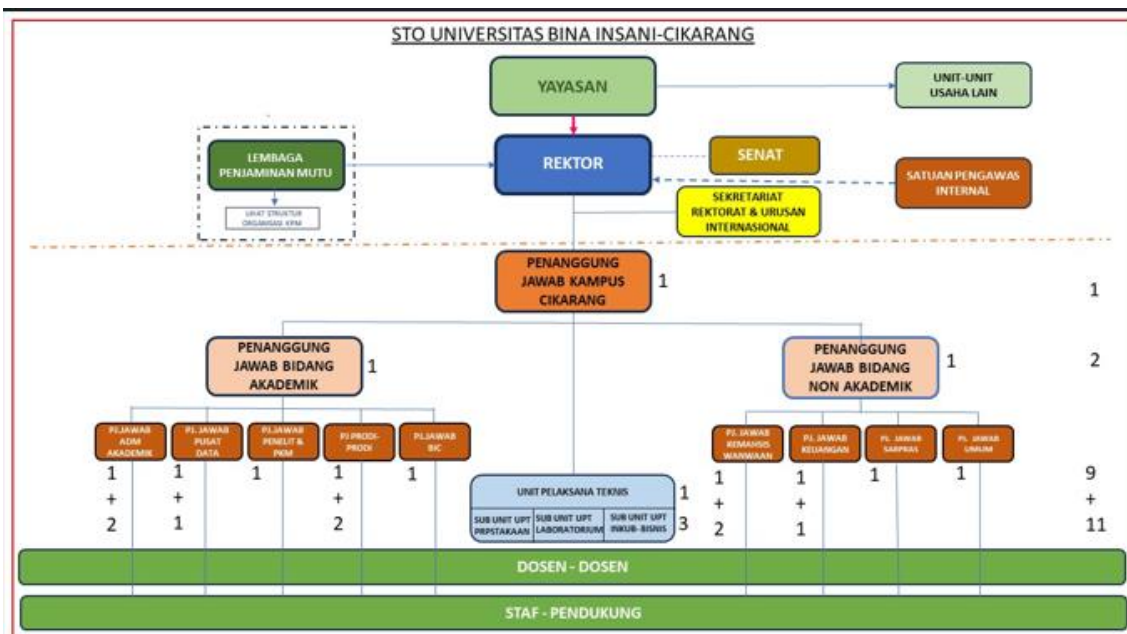


Figure 5 Organizational Structure of Bina Insani University, Cikarang Campus

Human Capital Planning

Human Capital Planning is a projection of management to be carried out by Universitas Bina Insani which starts from the following stages: 1) Estimation of the number of employees by the organizational structure and based on short, medium, and long-term goals. 2) Recruitment carried out by the needs analysis and the Annual Work Plan and Budget (RKAT). 3) Training and development of employees, training with instructional methods and on-the-job training, for career development based on the requirements of the lecturer rank level or structural based on educational and training qualifications. 4) Compensation system in the form of salaries and incentives. 5) Job evaluation using performance appraisal conducted at the end of each month using the job implementation appraisal list (DP3). 6) Termination of Employment, consisting of 2 namely termination of employment with honor, termination of employment with dishonor.

Human resource Cost Projections

Human Resource Cost projections are based on estimated power planning included in the operational cost planning of Bina Insani University.

Conclusion

The results of the study confirmed that the business development project of Bina Insani University on the Cikarang campus had gone through careful strategic planning. This strategic planning process includes several important stages, such as long-term establishment, input stage, suitability stage, decision stage, business level, and lean business canvas model. Along with that, the human capital plan has also been carried out carefully. This human capital plan approach includes goals and objectives, corporate culture and values, organizational structure, human capital planning, and projected human resources costs. By combining holistic strategic planning and a focus on human resource planning and development, Bina Insani University's business development project at the Cikarang campus demonstrates a comprehensive approach to ensuring readiness and successful operational continuity.

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