

## **Human Capital Implementation Strategy in the Marina Company**

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**ABSTRACT :** *Currently, increasingly fierce business competition encourages companies to develop strategic innovations to meet the needs of human resources. To capture market needs, companies must have added value to their products resources, especially for expert resources. PT. Maritim Industri Indonesia (Marina) focuses on shipbuilding. Marina's own engineering competence will be gradually developed because a new company must have a learning curve. Based on the data collected, the ship market in Indonesia is dominated by Tug Boats and Barges, which are mostly used for transporting mining products, agricultural products, and others. Thus, this study aims to analyze the human capital strategy at PT.Marina in implementing operational strategies in converting inputs into outputs using physical resources, so as to provide the satisfaction desired by customers while meeting organizational goals related to effectiveness, efficiency and adaptability. to business needs. Mastery of in-line production process technology to the packaging process and encourage modifications for efficiency. So that technology continues to develop so that development and research are needed to support the technology used today. The innovations carried out by PT.Marina include business, process and product innovation. Innovation in this product area includes product development that can increase the productivity of customers.*

**KEYWORDS**–*Human Resources, Manufacturing, Implementation, Human Capital Strategy, Marina*

### **I. INTRODUCTION**

Indonesia is an archipelagic country with more than 17,000 islands. According to data from the Central Statistics Agency, Indonesia's area is 1.9 million square kilometers and 2/3 of its area is covered by sea. Indonesia is a country with the 4th largest population in the world. A large population with increasing purchasing power is a potential market, while a large population with improving quality of Human Resources (HR) is a potential for extraordinary competitiveness. Indonesia is in a transition period in the structure of the productive age population. In the period 2020 – 2030, the decline in Indonesia's dependency index (ratio) (which has been going on since 1970) will reach its lowest level. An important implication of this condition is the increasing importance of providing job opportunities so that the economy can take full advantage of the large portion of the productive age population. More importantly, if the level of education is generally assumed to continue to improve, the productivity of the country's economy is actually at a premium, which will be very beneficial for the purpose of accelerating and expanding economic development. According to the National Innovation Committee, every major island in Indonesia will be focused on industries that support its local competencies. PT. Maritim Industri Indonesia (Marina) focuses on shipbuilding. Marina's own engineering competence will be gradually developed because a new company must have a learning curve. Based on the data collected, the ship market in Indonesia is dominated by Tug Boats and Barges, which are mostly used for transporting mining products, agricultural products, and others. The development of the Marina ship itself will focus on operational excellence by optimizing manufacturing competencies and reducing costs. This is done by implementing lean manufacturing so that it can speed up the process. In addition, Marina will prioritize the digitalization-based manufacturing 4.0 program so that it can be more cost efficient and accelerate lead times.

### **II. LITERATUR REVIEW**

Human resources are the integration of the ability of the mind and physical energy possessed by individuals. Human resources are seen as the capabilities of humans to be used to run an organization or business so that it is efficient or successful. This means that humans have abilities that need to be developed to achieve the planned goals and objectives. He further explained that “development is an effort to improve the technical, theoretical, conceptual, and moral abilities of employees in accordance with the needs of the job/position through education and training.

Planning is a general activity of management concepts that can be applied in all fields, including the field of Human Resources management. Planning activities are carried out to reduce uncertainty in the resource management process. Human resource management is an integrated effort to manage and develop human resource capabilities to achieve very high levels of performance. Human capital management practices are a set of practices that focus on the organization's need to deliver certain competencies. Human capital is a set of

practices related to human resource management, particularly in the categories of acquisition, management and optimization of workforce. (Hasyim et al., 2020 [1])

Human resource development is an effort to develop the quality or capability of human resources through the process of planning education, training and managing personnel or employees to achieve optimal results. Human resource development is one of the processes of changing human resources owned by an organization, from one situation to another, which is better for preparing future responsibilities in achieving organizational goals.

Development refers to staff and personnel issues is a long-term educational process using a systematic and organized procedure by which managers learn conceptual and theoretical knowledge for a general purpose. Human resource development is defined as a systematic and planned series of activities designed by an organization to provide opportunities for its members to learn the skills needed to meet current and future job requirements (Mc Guire, 2014 [2]). Humans emphasize both as a tool and as the ultimate goal of development. In the short term, it can be interpreted as the development of education and training to immediately meet the experts, leaders, administrative staff. The above definition places humans as actors and recipients of development. Actions that need to be taken in the short term are to provide education and training to meet the needs of skilled workers.

Human resources of an organization that has high achievement motivation tend to prefer to struggle with activities that have moderate challenges. Human resources in organizations with this mindset are always motivated to be better and even better than others. Personal tasks with personal responsibility are often given by organizations to improve individual personal abilities so that they can develop their potential. Giving Assignments with personal responsibility then generates feedback on the things that are done. The results of the feedback are used as material for evaluating previous tasks that are completed.

Every organization needs resources to achieve the specified effort (Dew, 2009 [3]). Human resources are one of the important factors that are constantly being discussed. Therefore, more efforts are needed to build human development as a workforce. Organizations must be able to manage and utilize in such a way that the potential of existing human resources in the organization can be developed. Dew's research (2009) offers a model by looking at the creativity of potential innovators, both intrinsically and extrinsically. Creative human resources are very helpful for organizational change. So, organizations need to identify human resources who have intrinsic and extrinsic creativity (Dew, 2009). This will then greatly support the pattern of changing regularly and can also increase individual and group work motivation.

**III. METHOD**

The final step before making a decision to make a business is analyzing the business environment. Here, business strategy creation, business model canvas creation, compilation of operations, marketing, human resources (HC) and financial strategy. In building a new business, location is an important factor because a strategic location is easily accessible and affects access to customers. (Susananto et al., 2019 [4]) By having a strategic location and easy access, a business will make the company grow faster . PT.Marina analyzes business strategy in accordance with the strategic analysis framework from the Strategic Management Book. There are several stages carried out in this comprehensive strategy management, namely strategy formulation, strategy implementation and strategy evaluation. The strategy formulation includes developing a vision and mission statement, external auditing, internal auditing, setting long-term goals and evaluating further selecting strategies. PT.Marina analyzes the environment based on general trends and Porter's Five Forces, industry analysis, and market analysis. Based on the analysis of Porter's Theory of Five Forces, this indicates that the company must make great efforts to be able to profit from business activities in the shipbuilding industry. Because, in the shipbuilding industry, there are already many big players who have dominated the market and this is a challenge for PT. Marina. According to the SWOT below:

Table 1. Opportunity and Threat

OPPORTUNITY
The government is developing infrastructure in the marine transportation mode sector, such as sea highways
There is a cabotage principle where foreign-flagged vessels are prohibited from entering Indonesia
The increase and stability of Indonesia's GDP which provides potential for investors to invest
The development of the mining and logistics industry
The development of digital technology that can develop the shipbuilding industry
THREAT
Government regulations regarding the permission to import used vessels up to the age of the ship < 30 years
The high interest rate given by the Bank to shipbuilding companies.
The high level of competition in the shipbuilding industry
There is no technology in Indonesia to make 100% of ship components that are good enough for mass production

Table 2. Strength and Weakness

STRENGTH
Strategic location and located in Ftz
Efficient and effective factories and offices
Research and development products
Marketing and sales that are focused on prospective customers
Well-planned Product Quality Management
Digital manufacturing concept
WEAKNESS
Technology that is not yet advanced
Finance that still depends on investors or banks
Small reputation due to startup
New people development

The Internal-External Matrix is useful for positioning a strategy into a matrix consisting of 9 boxes. The IE Matrix consists of two dimensions, namely: the total score of IFE on the X axis and the total score of EFE on the Y axis. Growth Strategy Designed to achieve growth, both in sales, assets, profit, or a combination of the three. This can be achieved by lowering prices, developing new products, increasing product or service quality, or increasing access to a wider market.

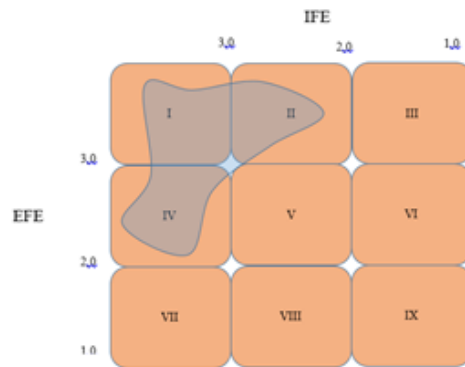


Figure 1. External Internal Matrix

If analyzed from the results of the internal and external business environment, it will be obtained IFE and EFE, Marina is in the second cell matrix, thus the strategy used is hold and maintenance, namely growth strategy. From this strategy, Marina uses the main strategy of market penetration and alternative product development strategies.

HR Development Strategy refers to targets, policies or standard procedures, training and development budget, training curriculum, and implementation time. An organizational development program must be informed openly to all employees in order to prepare themselves for the development process properly and correctly on target. In this case, we consider employee development needs, organizational development needs and job requirements. PT.Marina provides services to customers using modern technology and service excellence, so the role of human resources (Human Capital) is needed to improve the company's operations. Strategy is the formulation of an organization to maintain and build a sustainable competitive advantage in the competition (Baskara et al., 2020 [5]). Strategic management is the art and science of formulating, implementing, and evaluating strategic decisions that focus on the process of setting organizational goals, developing policies and making plans to achieve goals, and allocating available resources. most important to organizational success. Human Resources Strategy combines activities related to human resource management to achieve Human Resources goals and objectives. PT.Marina uses a Competency-based Human Resource Management Framework. The first paragraph under each heading or subheading should be flush left, and subsequent paragraphs should have a five-space indentation.

## IV. RESULT

### 4.1. Corporate Culture and Values

Culture is a collection of values, norms, beliefs, symbols, rules and codes of ethics that provide a sense of equality and bind a group of people (David R, 2011 [6]; Beebe J, 2012 [7]). Culture is a pattern of basic assumptions, discovered, or developed by a given group of learning to cope with problems of external adaptation and internal integration - which have worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and fill in relation to these problems (Tannenbaum, 2015 [8]; Kotler et al., 2007 [9]). Organizational culture is defined as a system of shared meaning held by each

member to distinguish the organization from other organizations (Kotler et al, 2001 [10]). Values are the deeper layers of an organization's culture. These values are deliberately socialized and instilled throughout the organization. These values become the moral and behavioral guide for the organization. The value of the company owned by PT Marina Indonesia is

- **Communication:** The right employee is one of the keys to obtain optimal work results from each employee, both creativity and initiative will develop. In addition to job placement, effective communication is necessary for maintaining relationships with employees requiring effective communication.
- **Integrity:** The personality of employees who are ethical and always fight for the truth through honesty, discipline, exemplary and high dedication by upholding the good name of the Company.
- **Innovation:** PT.Marina strives to make innovation a culture so that it can compete with port industry players in various countries and make Indonesia a world maritime axis. This is to optimize the potential of employees so that they can become the main actors of positive change for both companies and the port industry in Indonesia.
- **Professionalism:** The professional attitude of every employee who has a high commitment to achieving the best results and exceeding the targets set through innovation and continuous improvement
- **Cooperation:** Employees' efforts to unite abilities and explore everyone's potential through synergy and teamwork to achieve common goals through empirical, proactive, trusting and open attitudes and behavior.
- **Environmentally aware:** The active role of employees is to preserve the natural environment, work environment and business environment, maintain good relations with work partners, the community, create a healthy and pleasant working atmosphere and prioritize occupational health and safety.
- **Customer Satisfaction:** Providing satisfaction to service users through excellent quality products and services based on the purpose of the work ethic, namely acting immediately, responsively, disciplined, hard working, creative, clean and kind..

**4.2. Recruitment and Selection**

Planning the number of human resources needed must be in accordance with the needs of the organization in the short, medium and long term by employing permanent employees and temporary employees so that the employee costs are not too large due to the flexibility of the number of active employees (Nur et al, 2019 [11]; Priyanto et al. al., 2020 [12]). The recruitment process goes through the stages of administrative selection, interviews, medical tests and psychological tests. Employees who pass the selection will receive an offer containing employment status, compensation and benefits (Syaffiah et al. 2021 [13]). Each position in the organizational structure has prepared a description of its duties, responsibilities, and authorities.

**4.3.Training and Development**

Skill is the ability of employees needed by PT. Marina to perform well as expected so that it can assist the company in achieving its goals (Porter et al., 2016 [14]). The development of the shipping industry in Indonesia in a decade is considered to be quite significant. The fact that Indonesia is the largest archipelagic country in the world and the government's alignment makes the national maritime industry able to develop. The importance of employee training is carried out with the aim that employees have the knowledge, abilities and skills in accordance with the demands of the work they do. Advances in science and technology clearly affect a company with proper HR training and development, it can have a good effect on employees. Thus, employees really need to increase their skills and abilities. The strategy to be carried out is to increase the competitiveness of the national shipping industry through the provision of fiscal incentives, increase design and ship engineering capabilities through the empowerment of the National Ship Design and Engineering Center (PDRKN), strengthening the structure of the shipping industry through technical guidance and certification programs for the ship component industry to the development of shipping HR capabilities. To meet the need for developing human resource capabilities in the shipping industry as one of the strategies in realizing Indonesia as the world's maritime axis, those who work together with a number of practitioners who have experience in the field of shipbuilding management and HR in organizing Shipyard Management and HR training are as follows:

Table 3. Timeline Training Of PT. Marina

No	Training Subject	Quarterly			
		I	II	III	IV
1	Design Control Training	■	■	■	■
2	Production Machinery Training	■	■	■	■
3	Process Control Training	■	■	■	■
4	Man-hour Control Training	■	■	■	■
5	Production Planning Control Training	■	■	■	■
6	Material Control Training	■	■	■	■

## V. CONCLUSION

Human Resources Strategy PT. Marina's management focuses on strengthening internal human resources. The purpose of PT. Marina's Human Resources is to strengthen resources and development by continuing to innovate, be creative and quickly adapt tactics and operate through the chain of operations to be able to respond and/or adapt to changes and challenges faced. Operational strategy in converting inputs into outputs using physical resources, so as to provide the satisfaction desired by customers while meeting organizational goals related to effectiveness, efficiency and the ability to adapt to business needs. Mastery of in-line production process technology to the packaging process and encourage modifications for efficiency. So that technology continues to develop so that development and research are needed to support the technology used today. The innovations carried out by PT. Marina include business, process and product innovation. Innovation in this product area includes product development that can increase the productivity of customers.

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