

Implementation of Human Capital Management on Business Plan processor and application Yonly Glass

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Abstract: YonlyGlass, as a company engaged in Glass Processors and Applications, needs to improve the Company's performance. In addition, it is necessary to implement Human Resource Management that is good and following current conditions. This research aims to investigate the role of human resource management (HRM) in the growth of the Yonly Glass business. It was considering that there are currently a lot of new companies that are growing and require a lot of human resources in the field of Glass Processors and Applicationsso that the proper implementation of HRM can maintain Yonly Glass. in business competition in this sector. The method applied uses the Human Resource Management method with spectrum recruitment, personnel, people development, compensation benefits, and industrial relations. The results of this study show that the application of HRM has become a necessity for this sector. In winning the competition, creatinga training center to print human resources that understand the development of technologyin this business and for the Company's needsin the present and the future is necessary.

Keywords: Human Resource Management, Human Capital, Business Plan, Strategic HR

I. INTRODUCTION

In the current situation, the need for human resources is undergoing very rapid changes. Labor-intensive industries have begun to change their industrial processes using more efficient and scalable robots, but human resource needs are still needed. They have become vital despite the Industrial Revolution. This is a challenge for companies in managing human resources to achieve and set their goals. A company's success depends mainly on how the Company conducts the proper human resource management process (Prasetyo et al., 2019). The management of labor is from physical strength and requires ability, knowledge, and how work can have value for the Company. Therefore, Human Resource Management has a significant role in maintaining the stability and progress of the Company in terms of employee management.

From the beginning to the growth stage, the business will be faced w various challenges and obstacles. Asthey grow, their simple structure changes so that the need to specialize in operations will increase the importance of hrm's role in these circumstances ((Blau), 1970) Therefore, the role of HRM forbusinesses becomes more critical as they become more complex and must deliver good results to stakeholders.The focus deeper on human resources as a prominent factor for gaining a competitive advantage and distinguishing companies from each other is becoming increasingly clear (Dana et al., 2016; Devine et al., 2019; Garousi et al., 2020), and companies that are aware of uncertainty will pay attention to human resources that are more productive than orfactors. When discussing human resources for business, it means that the appropriate HRM mission and practices should be designed to address the Company's short- and long-term needs and how to try to meet them.

HRM could describe the vision and mission on which the Company's life depends on humanres races (Nascimento, 2017).HRM should be more scientific and tailored to the needs of companies to increase the impact of individuals on the company (Mokhtarzadeh et al., 2018).The most significant challenge for startups is hiring and maintaining great employees. When startups compete with established companies for excellent personnel, their HRM practices may help them recruit top people and keep them in the best position to continue their work. Therefore, challenges in Business include failures and obstacles in HRM practices such ascompany weaknesses in various aspects of hiring, incentive systems, performance assessment, etc. In a competitive environment, HRM can add value to the organization.

Understanding the growth and success of the company can increase the motivation of a new generation to createthe company (Jafari-Sadeghi, 2020).Sufficient attention is not given to HRM on new businesses for various reasons. This problem exists globally and can be seen for real in Indonesia. Understanding the perspectives of employers and employees about the role of HRM inthe company's growth can help employers take steps to align employee perspectives with the company's HRM mission and practices. On the other hand,

employers' awareness of deficiencies in a company's HRM practices cannot be a way to strengthen HRM practices in companies. Because human resource management is part of the process of managing the most valuable human resource assets and ensuring everything needed to meet the company's goals, suggestions, vision, and mission in the scope of resource management, the Human Resource Management Strategy is the best step to consider all factors related to human resources in the company.

Yonly Glass is a growing startup company where operational range is in the DKI Jakarta area. It has a service concept engaged in the glass industry with activities to process sheet glass according to the contractor's original design and glass installation (applicator) in its building projects. Yonly Glass is present to provide convenience in serving the needs of glass in the massive demand for high-rise building construction. In this case, the construction of Apartments, Housing, Hospitals, and office buildings throughout Indonesia. In addition, it can also give consumers a choice in determining the needs and services and tariffs that are following their needs and affordable (Lilianira et al., 2020). PT. Yonly Glass also has professional experts in glass processors and glass installation in buildings. The high need for sheet glass makes Yonly Glass begin to organize itself to compete with competitors so that this revamp can have more value to consumers. Still, over time Yonly Glass must create a robust human resource strategy to survive.

Based on the explanation that has been described above about the phenomenon of Human Resource Management, then that human resource management variables become an essential issue in winning business competition today that causes gaps. So that makes the background of researchers to conduct a study entitled "The Influence of Human Resource Management there is a Business Processor and Glass Applicator" (Case Study on Yonly Glass). This research aims to examine the role of HRM in the initial process of business up to the implementation process and development going forward.

II. LITERATURE REVIEW

Human Resource Management

The concept of Human Resource Management (HRM) was first developed in academic work in the United States and then increasingly applied (Mahdirajiet al., 2019a). HRM is a strategic, integrated, and comprehensive approach to the recruitment, development, and well-being of organizations. It includes a set of policies designed based on management decisions to achieve the organization's desired goals (Mahdiraji et al., 2019). A company's HRM practices must manage human resources to achieve optimal goals and sustainable society. Assuming that the primary purpose of any business is to increase profits or generate and detail desired services, HRM practices can be a strategic and efficient way to recruit employees who match, motivate and engage them, increase flexibility, and increase profitability (Mahmoudiet al., 2019). Therefore, formulating HRM practices can be considered as managing people to achieve organizational goals and improve performance ((Dana), 2017). HRM practices include job design, employee recruitment, and selection, assessment performance, training and development, career planning, compensation, labor relations (Orakwue and Iguisi, 2020).

III. METHOD

This study uses qualitative research methods with a study approach and the application of the role of HRM in Yonly Glass, where the data obtained by the author through observation, analysis of documents and records or analysis of reports used as a basis in the calculation of his study s(Susanti et al., 2020). Qualitative research is often used to find results with complex properties of phenomena, which aim to describe and understand phenomena from researchers' point of view. Qualitative research deals with the meaning of phenomena rather than measuring and evaluating them. Yin (2003) states that case studies are used as empirical investigations investigating contemporary phenomena in real-world contexts, especially when the boundaries between phenomena and their contexts are unclear. Using case studies in these studies is to provide possible analysis on new business, analyze more than one unit simultaneously, and increase confidence in results compared to a single case study (Pearce et al., 2014).

IV. RESULT AND DISCUSSION

Human Resource Management Planning

Human resource planning is a strategy or series of steps and approaches to manage or use human resources (HR) to achieve a goal/goal set by the company/organization. Human Resources determines the human aspects of management positions related to acquiring, training, assessing, and compensating employees. This includes paying attention to their working relationships, health, security, and justice issues. Specialized human resources are filled with programs concerned with people (employees) performed in the most effective organizational functions, facilitating people (employees) to achieve corporate and individual goals.

Goals and Objectives of Human Capital

The purpose of Human Capital PT. Yonly Glass is the first to acquire human resources with expertise, competence, dynamic, and skill in science and technology. Second, conduct training to improve employee

capabilities and development and run knowledge management system(KMS) programs. Third, evaluate the performance of the human resources of PT. Yonly Glass. Fourth CareerDevelopment forYonly Glass individuals/employees and conducting a Reward System and Promotion Criteria. Build integrity and solid and effective teamwork both in each department and between departments.

Target Human Capital PT. Yonly Glass is implementing a process in an organizational management system that is designed and implemented to maximize human wealth (high-performing human assets) by recruiting skilled human resources with at least two years of experience and a certificate of expertise for experts in glass processing and installation. Recruiting skilled professionals and resources, for Managers with minimum S1 qualifications and 3 Years experience, for hr, finance, operational and marketing staff atleast Diploma D3 to S1. They have at least 2 years of experience, specifically Warehouse Minimum High School, and fulfilling 100% human resources planning. Conduct Orientation training and onboarding for new employees since the signature of the Employment Agreement Letter following the field of work and Training for Employees at least once a year and conduct performance evaluations every year. Provide a comfortable science room (library) for employees. Provide opportunities to Every Yonly Glass Employee in continuing education to a higher level. Provide promotion of positions for competent employees and successfully achieve the company's targets. The Company also rewards employees every year through learning awards for improvingthe competence and performance of employees of each department.Conduct training and development for leaders and employees alternately from each department.

Corporate Culture

To support Yonly Glass Vision To be a pioneer of trusted processor integrators and glass applicators in Indonesia, we set company values that are guidelines for action and conduct throughout the management and employees to achieve the company's goals. The company value created by Yonly Glass is as follows. Yonly Glass is implementing a process in an organizational management system that is designed and implemented to maximize human wealth (high-performing human assets) by recruiting skilled human resources with at least two years of experience and a certificate of expertise for experts in glass processing and installation. **Teamwork** was compact and synergized as a team, be sincere and open to achieve the company's vision— integrity, which is written down by honesty, principle, consistency, and reliability in everything. Have the confidence to be true to the values you have even though it is difficult and carry out what is said. **Safety** is spelled out that always act with the right attitude towards the safety of all our worker's primary contractor/ customer as the basic foundation of our company's activities. The latter Excellence is spelled out as trying to grow the spirit and effort beyond customer expectations through the company's products and services.

Artifact

PT. Yonly Glass, in running his business, will create artifacts that can be seen, heard, and felt by all employees in the work environment (Schein, 2004). Yonly Glass has a comfortable layoutso that employees are motivated to do their work following their main tasks and functions. The tagline of Yonly Glass is “Easy to be aesthetic,” which means easy to be beautiful. Our company presents convenience for high-rise building main contractors in getting subcontractors in terms of processing and installing glass.

Uniform

Uniforms that employees of PT will use. Yonly Glass uses a primarily blue color combination of red and gold according to the color of the logo of PT. Yonly Glass and our Company logo and tagline on employee uniforms show that young customers recognize us, encourage our employees, increase employee effectiveness, and give a professional impression. We use Daily Service Clothing (PDH) for employees who carry out work in the office or on the ground.

Human Resource Planning

Human Resource Planning to ensure conformity between labor and employment, both in number and quality required.

Man Power Plan

Estimated number of employees to meet the needs of PT. Yonly Glass in the future is tailored to the plan of achieving short-term and long-term goals.

Recruitment Scheme

PT. Yonly Glass in recruiting employees is tailored to the level of company needs, the source of employee recruitment of PT. Yonly Glass divides into two parts, which are sourced from Internal and External. In the Internal Recruitment Process, Yonly Glass provides an open offer for a position (Job Posting Program), filling vacant positions by offering opportunities to all interested employees. Yonly Glass recruits from the external environment if there are no employees who are suitable to fill the required positions. External recruitment is also required for our company if our company is to expand its business which causes the need for labor to increase.

Training and Development

The quality of the organization depends mainly on the quality of human resources in the organization. These demands are inseparable from the challenges of a globalized, dynamic, and competitive economy. One of the functions of HR management is training and development. Training and development are a significant part of an organization's strategy to improve employee performance, ability, expertise, and behavior. In improving the quality of Human Resources, Yonly Glass plans HR training and development strategies according to figure 7.4.3 Flowchart and SOP training and development strategies, Training and Development Type Table in appendix 10.

Employee Status

Status of employees who work for PT. Article 56 paragraph (1) of Law No. 11 of 2020 on Copyright Work directs Yonly Glass to use three types of employee status: permanent (PKWTT / Non-Certain Time Work Agreement), contract (PKWT / Certain Time Work Agreement), and daily employee.

Permanent Employees (PKWTT)

Employees with critical duties and responsibilities, particularly those with corporate knowledge, such as applicators and processors, are eligible for Yonly Glass to apply the PKWTT system to the employee. The trial is set for one year before it is decided whether the employee is appointed as a permanent employee or not, and if it agrees added to be a permanent employee, it must be made a letter of appointment for the employee concerned. There is no time limit (until retirement age or if the worker dies. This is following Law No. 11 of 2020 on Copyright Work Article 60 paragraph (1)

Contract Employees (PKWT)

For contract employees, pt. Yonly Glass implements the CCP system following Law No. 11 of 2020 on Copyright Articles 57 to 59. Employees who have served a certain period of work of a maximum of three years can be appointed as permanent employees or terminate their working relationship following the needs of the company based on the work agreement that has been agreed or the completion of work.

Daily Employees

For specific jobs that change in terms of time and volume of work and wages based on attendance can be done with a freelance daily labor agreement. Freelance daily employees, workers with freelance customary labor agreements work 21 days in 1 month.

Employee Performance Assessment

In implementing the evaluation of the work of PT. Yonly Glass critical key performance indicators (KPI) as a quantitative benchmark used to measure performance achievement against the performance targets set. Each part or individual, the application of Key Performance Indicator(KPI) has different indicators under the main tasks and functions made in the column, implementation of Job Evaluation at PT. Yonly Glass is done two times a year, namely June and December of the same year. The results of work evaluation can affect promotion, demotion, mutations and wage increases, format, how, and instructions for filling out the Key Performance Indicator(KPI) column described in employee meetings.

Employee Attendance system and Working Time

Employee presence system

Before working with every employee of PT, Yonly Glass must perform an absence using Cardnetic that the company has provided. At the time before working hours begin and at the time of return after the end of the work hours are determined, each employee must be at work before the predetermined time to do job work. While for sales and marketing, a digital absenteeism system with Photo Verification will be used to control the movement of the sales and marketing team in the field.

Working Time

Yonly Glass continuously conducts activities for 24 hours, so the company stipulates that the applicable working hours are set into the shift and non-shift hours. The arrangement of working hours is tailored to the needs of the Company, with concern inexplicable laws and regulations. PT Yonly Glass in determining the number of hours worked as much as 42 hours a week. In the bill, the rule of 5 working days is abolished to 6 working days. And if there is overtime according to the Copyright Bill, it becomes a maximum of 4 hours per day and 18 hours per week from the previous rule of 3 hours per day and 14 hours per week. This applies to all Yonly Glass employees. The arrangement of shift working hours is regulated according to the needs of the Company, generally divided into three shifts as follows:

Job Cuts (layoffs)

PT. Yonly Glass strives to avoid termination of employment (layoffs). If this termination of employment is unavoidable, its implementation is regulated based on applicable regulations and laws. Following Bill No. 13 of 2003 amended into the Omnibus Law Copyright Bill, a form of termination of employment (layoffs) is used by PT. Yonly Glass with the provision releases offs at his request / resign, layoffs due to health conditions, releases due to disciplinary violations, layoffs due to rationalization, discharges because employees died, dismissals due to retirement

Compensation System

Compensation provided by PT. Yonly Glass to employees, either directly or indirectly, either in the form of salaries, wages, incentives, benefits in return for services or work that has been done. Compensation is given to increase productivity, creativity, work performance, motivation, and improve employee performance.

Financial Compensation

Is compensation received by employees, both physical and non-physical, for the performance provided by employees to the company, payment directly, namely salary, benefits, overtime money, incentives, commissions, and bonuses. In contrast, compensation indirectly, namely health insurance, labor insurance, facilities, annual leave, maternity leave, shared leave, sick leave, and essential/memorable holidays.

Direct Financial Compensation

Is compensation received directly by employees of Yonly Glass for the performance provided to the company, payment now includes, the first salary is determined based on mutual agreement in the employment agreement between Yonly Glass with employees taking into account education, expertise, work experience, and tasks assigned to those employees? Both bonuses, incentives in the form of dividends, will be given by the company to employees once per year, taking into account the evaluation results of employee performance and the company's financial condition. The third-holiday allowance (THR) is given about the Minister of Labor Regulation No. 6 of 2016 on Religious Holiday allowances for workers/workers in the company, which will be paid no later than seven days before the religious holiday.

Indirect Financial Compensation

Is compensation received by employees indirectly Yonly Glass, which includes Health benefits, labor insurance benefits, annual leave, maternity leave, shared leave, sick leave, and special leave, refers to Law No. 11 of 2020. for BPJS Employment Premium is taken into account from Basic Wages and Fixed Allowances, following Law No. 24 of 2011 with the following composition:

Table 1 Composition of BPJS Employment Payments

No.	Program	Premium		
		Paid Employers	Paid Workers	Total per Month
1	Occupational Accident Guarantee	0,24%	-	0,24%
2	Old Age Guarantee 3	3,7%	2%	5,7%
3	Death Guarantee	0,3%	-	0,3%
4	Pension Guarantee	2%	1%	3%
	Total	2,54%	3,00%	9,24%

Bpjs Health Premium based on Presidential Regulation No. 82 of 2018 on Health Insurance, taken into account from Basic Wages and Fixed Benefits, with the following composition:

Table 2 Composition of BPJS Health Payments

No.	Program	Premium		
		Paid Employers	Paid Workers	Total per Month
1	BPJS Health	4,00%	1%	5%

Source: bpjsketenagakerjaan.go.id

Non-Financial Compensation

In addition to providing financial compensation, directly and indirectly, while what is given in this situation is the initial Permanent Employee Appointment, workers who have spent a set amount of time of a maximum of three years may be appointed as permanent employees if they are judged to have skill in performing the critical job or with certain considerations. The second is the Promotion of Promotion. Yonly Glass provides opportunities for every outstanding worker to participate in the promotion. Promotion is done at least once every two years based on Work Performance Assessment (PPK), working period, and education. The third is promotion, where Yonly Glass provides an opportunity for every outstanding worker to be promoted to fill a higher-level position following the position's criteria. In addition, Yonly Glass prioritizes employees who meet the requirements to fill higher positions based on the Work Performance Assessment (PPK), worker potential, tenure, and education.

V. CONCLUSION

The findings revealed that Yonly Glass' HRM practices to compete in the Sheet Glass industry in Indonesia explained that the role of competent human resources is limited to anticipating employee piracy, while product and performance necessitated the implementation of robust and flexible HRM in line with the company's development and current conditions. Furthermore, this study shows that in Yonly Glass, because of the company's small size company with a small number of members, HRM Strategy has a strategic role in the company. However, HRM can have a strategic or non-strategic mission. This means that there is a specific framework for achieving multiple tasks findings revealed that Yonly Glass' HRM practices to compete in the Sheet Glass industry in Indonesia explained that the role of competent human resources is limited to anticipating

employee piracy. At the same time, product and performance necessitated the implementation of robust and flexible HRM following the company's development and current conditions. That keeps up with digital companies' development and competitive conditions. Human resources with a strategic management style can be the key to business success in the new economic era (Gunawan et al., 2020). So that the role of HRM is also very vital in the glass processor and application industry.

The limitation of this research is the absence of standards related to policies in Glass Processor and Application companies, so that competition for potential human power becomes very tight and sometimes has exceeded the limits of reasonableness. This becomes an interesting discussion by examining the impact of competition and meeting human resources needs in this sector. In addition to input materials to Yonly Glass, it is necessary to implement a strong People Development strategy with increased training and competence of its workforce in order to compete with other companies, as well as create a learning center to print superior human resources in the field of technology to meet the company's internal or external needs, to add value, and to potentially create a new business unit.

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