Human resource management of PT. Nestle Indonesia Panjang Factory, Lampung, Indonesia

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ABSTRACT: The objectives of this study are: (1) to determine the application of the basic functions of management, namely planning, organizing, Actuating and supervising the Agricultural Service Department of PT. Nestlé Indonesia-Panjang Factory; and (2) knowing the implementation of operational functions in the field of human resources, namely procurement, development, compensation, integration, maintenance and termination of labor for human resources at the Agricultural Service Department of PT. Nestlé Indonesia-Panjang Factory. Activities carried out at PT. Nestle Indonesia, having its address at Jalan Raya Bakauheni KM. 13 Panjang Village, Panjang District, Bandar Lampung. This activity was carried out using interviews, observation, data recording, direct observation and field work as well as conducting a literature study. The form of activities carried out is in the form of work internships with the following activities, that are interviews, observation, and searching literature. The conclusion of this study is that the implementation of basic functions or human resource management in the Agricultural Service Department of PT Nestle Indonesia Factory Panjang has been implemented properly. Procurement of manpower in the Agricultural Service Department of PT Nestle Indonesia Panjang Factory is based on manpower needs.

Keywords: human resource, management, nestle, POAC

INTRODUCTION

The success of a company is determined by several factors, one of which is the human resource factor. If human resource management is good then the company's existence in the future will be good, and vice versa if human resource management is bad then the company's running will be unstable and can reduce productivity (Sokib et al., 2012).

Human resources play an important role in the progress and development of the company. Currently the progress and development of the company has been very rapid, thus creating competitive conditions both within the company and outside the company. These conditions will require an organization or company to always innovate in order to anticipate the increasingly fierce competition, then human resources should receive special attention, because it is humans who determine the results of the company's performance, namely success or failure. Because of these competitive conditions, the company is trying to increase employee motivation, where one way is by providing decent and fair salaries and incentives to every employee in the company (Prasetya & Lukistuti, 2009).

Human resource management is part of management. Human resource management focuses more on the discussion about regulating the role of humans in realizing optimal goals. The regulation covers issues of planning (human resources planning), organizing, Actuating, controlling, procuring, developing, compensating, integrating, maintaining, disciplining, and dismissing, manpower to help realize the goals of the company, employees, and society. It is clear that human resource management regulates the human workforce in such a way that the company's goals, employee and community satisfaction are realized (Yolandika et al., 2016).

PT. Nestle Indonesia is a multinational company that has an important role for the general public, so that the achievement of company goals must be carried out properly and employee performance must always be optimal. The achievement of company goals is determined by the human resources that are seen in it,
so it takes employees who are qualified, have high loyalty, are competent and have a strong commitment to the company (Septiningrum et al., 2020).

Nestlé’s philosophy that applies to companies around the world is not to produce the raw materials they need themselves, but to source them from local producers. By referring to the philosophy and importance of Indonesia for Nestle in the long term, Panjang Factory has a role in improving and improving quality (taste), increasing people’s coffee productivity, and maintaining the enthusiasm of farmers in preserving coffee plantations through agricultural service programs (Agricultural Service) and fostering long-term view of farmers. Therefore, the Agricultural Service department was formed which is the department in charge of improving the quality and quantity of raw materials, especially coffee, one of the efforts made is to foster coffee-producing farmers in Lampung where this activity is contained in a program called the Nescafe Plan. The program can be implemented properly if the human resources involved in the program have high quality, competence and commitment. For this reason, human resource management must be carried out as well as possible so that the goals of the company can be achieved properly (Yolandika et al., 2016).

The objectives of this study are: (1) to determine the application of the basic functions of management, namely planning, organizing, Actuating and supervising the Agricultural Service Department of PT. Nestlé Indonesia-Panjang Factory; and (2) knowing the implementation of operational functions in the field of human resources, namely procurement, development, compensation, integration, maintenance and termination of labor for human resources at the Agricultural Service Department of PT. Nestlé Indonesia-Panjang Factory.

METHOD

Activities carried out at PT. Nestle Indonesia, having its address at Jalan Raya Bakauheni KM. 13 Panjang Village, Panjang District, Bandar Lampung. This activity was carried out using interviews, observation, data recording, direct observation and field work as well as conducting a literature study. The form of activities carried out is in the form of work internships with the following activities (Sutarni et al., 2019). Interviews were conducted by asking directly to the related parties, in this case by asking the employees/staff in the Agricultural Service department and its partners, namely KUB (Joint Business Group) to partner farmers (Singarimbun & Effendi, 1989) (Nazir M, 1988) (Sugiyono, 2019).

RESULT AND DISCUSSION

Human Resource Management

Management is a function that deals with realizing certain results through human resource activities. Management organizes and establishes a manpower program covering the following issues (Yusuf et al., 2009):

1. Determine the number, quality and effective placement of workers according to company needs based on job descriptions, job specifications, job recruitment and job evaluations
2. Determine the withdrawal, selection and placement of employees based on the principle of "the right man in the right place and the right man in the right job".
3. Establish welfare, development, promotion and termination programs.
4. Forecasting supply and demand for human resources in the future.
5. Estimating the state of the economy in general and the development of the company in particular.
6. Careful monitoring of labor laws and policies on the provision of service limits for similar companies.
7. Monitor technical progress and trade union development
8. Implementing education, training and performance appraisal of employees.
9. Regulating employee transfers both vertically and horizontally.
10. Arrange pensions, terminations and severance pay.

The role of Human Resource Management is very important for the realization of the goals of a company. Workers are required to be capable, fully dedicated, capable and skilled, have good work morals and discipline. Human resource management functions include planning, organizing, Actuating, controlling,
procurement, development, compensation, integration, maintenance, discipline, and termination (Puspanegara et al., 2020).

A. Planning
Planning is the process of determining organizational (company) goals and then clearly presenting the strategies (programs), tactics (program implementation procedures) and operations (actions) needed to achieve overall company goals (Manullang, 2012).
Planning is planning the workforce effectively and efficiently to suit the needs of the company in helping the realization of goals. Planning is done by establishing a staffing program. The staffing program includes organizing, integrating, maintaining, disciplining and terminating employees. A good staffing program will help achieve the goals of the company, employees and society (Hasibuan, 2019).
Human resource planning is the process of determining manpower requirements so that a company can achieve its goals. A company needs to plan a workforce to support the achievement of company goals. Good and mature planning becomes an economical action, because all the potential that can be owned can be directed properly so as to minimize the risks faced in the future.
Regarding planning, the Department of Agricultural Service has issued a long-term plan that contains activities that must be carried out by each functional during a predetermined period of time. In addition to long-term plans, each activity also has a work plan that is made by each functional sub-section every month. Human resource planning carried out by the Agricultural Service Department is intended to provide the right type and number of employees in achieving the service's objectives. Planning means trying to consciously and systematically decide about things an organization will do in the future in an effort to realize certain future conditions that are expected to be profitable for the organization concerned (Handoko, 2003).

B. Organizing
Organizing also has an important role in facilitating the activities of a company. Organizing is closely related to planning, because organizing must also be well planned. According to (Hasibuan, 2019), organizing is a process of grouping and arranging various activities needed to achieve goals, placing people in each activity, providing the necessary tools, establishing authority which is relatively delegated to each individual who will carry out the activities.
Organizing is the process of compiling members in the form of an organizational structure to achieve organizational goals with the resources they have and the environment that surrounds them, both internal and extreme (Handoko, 1986). There are several things that need to be planned in organizing, including the following:
1. The size of the organization needed to be effective and efficient in helping to achieve goals
2. The right type of organization
3. Government relations and channels and responsibilities within the organization
4. Structure (Organizational Chart) and number of parts
5. Job Description for each position so that overlapping in the execution of tasks can be avoided
6. The span of control of each functional/part is appropriate
According to (Hasibuan, 2019), the process of organizing can be demonstrated by a three-step procedure, namely:
1. Details of all activities that must be carried out to achieve organizational goals.
2. The division of the total workload into activities can logically be carried out by one person. This division of labor should not be too heavy and not too light.
3. Procurement and development of a mechanism to coordinate the work of members of the organization into an integrated and harmonious whole.
In the organizational structure, it can be seen in each position that is adjusted to the ability of each individual who occupies each of these positions. Authority will flow from the top of the highest leadership to the lowest level, each subordinate is responsible to the superior.
Based on observations, the organization in the Department of Agricultural Service has achieved good criteria. This can be seen from the good coordination between superiors and subordinates in the division.
of tasks, authorities and responsibilities so that there is no inequality in work because all functional sub-sections are in their respective positions according to their duties and responsibilities (NestleIndonesia, 2018).

C. Actuating
Actuating is a management function that is carried out to make or get subordinates or members to do what we as leaders want us to do. The directive process includes giving motivation and instructions to members or subordinates who carry out the leader's orders (Hasibuan, 2019).

Directions in management carried out can be in the form of:
1. Orientation, is a way of direction by providing the necessary information so that activities can be carried out properly.
2. Command, is a request from the leadership to people who are under it to perform or repeat a certain activity in certain circumstances.
3. Delegation of authority, in this delegation of authority, the leader delegates part of the authority he has to his subordinates.

In the Agriservice Department, direction is not only given by the Head of the Agriservice Department, but is also carried out by the person in charge per functional team. Briefing on human resources is carried out regularly with weekly intensity which is often called the Weekly Operational Review (WOR).

Work meetings are held from time to time to discuss ongoing or unresolved problems and must be resolved in the near future. In giving direction by the leadership or superiors, employees are also given work motivation to help achieve company goals. Thus, the directive function of the Agricultural Service Department has been running well, this can be seen from the activities of employees in completing their work properly.

D. Controlling
Supervision is a process in determining performance measures in taking actions that can support the achievement of the expected results in accordance with these predetermined measures. Supervision is a process of monitoring employee performance based on standards to measure performance, ensuring the quality of performance appraisals and taking information that can be used as feedback on achieving results that are communicated to employees (Assauri, 1999).

Supervision is the last function of the management process, supervision is the measurement and correction of all activities in order to ensure that the goals and plans of the organization can be carried out properly. This measurement and correction includes controlling efforts, namely evaluating the implementation of activities and if necessary improving the activities that have been carried out. Supervision of employees implemented by the Agricultural Service Department includes (NestleIndonesia, 2018):
1. Timely fingerprint attendance at the company and monthly attendance reports in the field whose purpose is to determine employee discipline
2. Weekly review and monthly reports between plans and targets
3. Inherent supervision, namely direct supervision carried out by the leader to subordinates if there are deviations, they will be reprimanded and given explanations and problem solving.

From the description above, it can be concluded that the role of supervision is very important in determining whether or not the implementation of a plan is good or bad. The success or failure of an activity is judged by the achievement of predetermined targets. For this reason, a company must carry out a good control function.

Implementation of Human Resources Operational Function
A. Procurement of Manpower
Procurement is the first operational function in Human Resource Management (HRM). Procurement of employees is an important, difficult and complex problem due to obtaining and placing competent, compatible and effective people.
Employees are the main assets of the company who are planning and active actors of every activity of the organization. Competent, capable and skilled employees do not always guarantee good work productivity, if their work morale and discipline are low. Good employees are employees who have a high desire to excel. The quality and quantity of employees must also be in accordance with the company's needs to achieve company goals (Anggraini et al., 2022).

Procurement is a process of withdrawal, selection, placement, orientation and induction to obtain effective and efficient employees to help achieve the company's goals. Based on the description above, we can know the importance of hiring employees. Procurement of employees is the first step and reflects the success or failure of a company to achieve its goals. If the accepted employee is competent, then the effort to realize the goal is relatively easy. Conversely, if the employees obtained do not meet the requirements, it is difficult for the company to achieve its goals.

The function of manpower procurement is to obtain the right number and type (status) of employees to achieve company goals. The activities carried out are determining the need for manpower and their withdrawal, selection and placement as well as the quality of the workforce required (Bathara et al., 2021). Manpower procurement, withdrawal and selection at the Agriservice Department are carried out through recruitment and utilization of existing workforce according to the selection made by PT Nestle Indonesia.

B. Employee Development

Development is an activity to improve the ability of employees by increasing knowledge of economics in general, including increasing mastery of decision-making theory in dealing with company problems. From the formulation of this understanding, it can be understood that development is a form of effort and obligation of every manager, hence the needs of the organization and the employees themselves. This means that through skilled and disciplined employees, organizational tasks will be more effective and efficient. If there is an imbalance between the needs of certain tasks and the level of ability of certain employees, then the subordinate concerned must be improved in his skills and discipline. This is the right of every employee (Hasibuan, 2019).

Development is an effort to improve management performance at present or in the future by providing knowledge, changing attitudes, or improving the skills and quality of human resources. Employee development carried out at the Agriservice Department in order to improve employee capabilities is carried out through:

1. Exchange opinions about the problems that are happening to each employee in their respective functional sections
2. Weekly meeting or meeting (WOR)
3. Training provided to employees (workshops) such as management, health, leadership training as well as other trainings and developments that are relevant to the needs of employees.

C. Compensation

An employee is any person who works by selling his labor to a company and getting remuneration in accordance with regulations or agreements. The amount of remuneration has been determined and known beforehand, so that employees definitely know the amount of remuneration/compensation they will receive. The amount of compensation received reflects the status, recognition, and level of fulfillment that the employee enjoys. If the remuneration received is greater, it means that the higher the position, the better the status, and the fulfillment of needs is enjoyed more and more. Thus, job satisfaction is getting better. Herein lies the importance of compensation for employees as a seller of energy and thoughts.

Compensation is everything that is given by the company to employees, as a reward or reward for the performance produced by employees, for the benefit of the company. Compensation can be in the form of money or facilities provided by the company to employees. The purpose of providing compensation (reward) is, among others, as a bond of cooperation, job satisfaction, effective procurement, motivation, employee stability, discipline, as well as the influence of labor unions and the government.

Compensation in general can be divided into two types, namely: Direct Compensation. Direct compensation is compensation given to an employee in return for the work he or she does for the company. For example: salary, incentives, bonuses, job allowances. Based of it, there is indirect compensation. Indirect
compensation is the provision of compensation to employees as an effort by the company to improve employee welfare. Of course, this compensation is not directly related to the work done by the employee. For example: allowances, facilities, and services provided by the company (Sugiyono, 2015).

Each company has different indicators in the process of providing compensation for employees. (Hasibuan, 2019) suggests, in general there are several indicators of compensation, namely salary, wages, incentive wages, insurance, office facilities, allowances. In the Agricultural Service Department, the compensation provided includes basic salary, family allowances, employee health benefits, job allowances, transportation and consumption allowances and other benefits (Purnawan et al., 2020).

D. Integration
Integration is the most important operational function but it is difficult to realize due to the dynamic nature of human beings and have different backgrounds. Integration is an activity that integrates employee desires and interests in order to create cooperation that can provide job satisfaction. The method used by leaders for integration is the existence of human relationships, motivation, work agreements and leadership (Mantra, 2004).

Planning and integrating employees in the Agricultural Service Department of PT Nestle Indonesia Panjang Factory is carried out by the Head of Section and carried out by his subordinates by maintaining good relations. In addition, company integration is carried out by understanding the needs of workers, both physiological, social and egoistic needs. In order to retain employees who have worked in the Agriservice Department for workforce maintenance, implementing welfare programs which include (NestleIndonesia, 2018):

1. Manpower insurance which includes work accident insurance with labor insurance, health insurance, death insurance, that is, employees who die will receive death benefits.
2. Old age allowance (Pension Rights) for all employees according to the period of service.
3. Additional bonuses determined by the Department of Agricultural Service, which are adjusted to the existing budget.

E. Layoffs
Termination is the last operative function of human resource management. The term dismissal is synonymous with separation, separation or termination of employment (PHK) of employees from a company organization. The dismissal function must receive serious attention from company managers, because it has been regulated by law and poses risks to the company and the employees concerned.

Dismissal is the termination of an employee's employment relationship with a company organization. With termination, it means the end of the employee's work attachment to the company. Basically, termination of employment between companies and employees can be grouped into 3 reasons, namely:

1. Due to the company's wishes, among others, due to job incompetence during a probationary period, sick workers, workers being punished or doing harmful actions, old age workers and reductions so that they are considered no longer profitable for the company
2. Because the desire of the workers themselves is caused by being in a probationary period, refusing to work for a new leader or because the worker does not get job satisfaction in the company concerned. For example, due to low remuneration, high job risk, unfavorable treatment and an unfavorable environmental atmosphere.
3. Due to other reasons such as the death of the employee or the term of the employment relationship according to the agreement has ended.

The dismissal of employees at the Agricultural Service Department of PT Nestle Indonesia-Panjang Factory to date is due to the wishes of the employees, while the dismissal of employees due to violations of employee discipline has never happened.
CONCLUSION

The conclusion of this study is that the implementation of basic functions or human resource management in the Agricultural Service Department of PT Nestle Indonesia Factory Panjang has been implemented properly. Procurement of manpower in the Agricultural Service Department of PT Nestle Indonesia Panjang Factory is based on manpower needs.

REFERENCE


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