Human Capital Management and Company Performance; Case Study of Coffee Dregs Briquettes; Alternative Fuels

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Abstrak

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The success of an organization is contingent on the commitments and outcomes of human resource management, which is able to transform employee development into an increase in the individual value of human capital (human capital) as an investment in company assets in a competitive labour market. The purpose of this paper is to conduct a literature review to assess the human capital management strategies implemented by PT Energia Kopi Kreasindo in response to the evolution of human resources. When discussing HR governance, strategy, management, and human capital, leadership and human capital income factors should be considered.

The study's findings indicate that there are a number of things that can be done to improve the management of employees, which will ultimately increase the productivity of the investment company's "employees"; preparation for the development of skills, knowledge, and competencies; and education to create superior human capital.

Kata Kunci: Risk Management, Coffee Dregs, Alternative Fuels, Innovation

INTRODUCTION

Increasing coffee consumption in society includes instant coffee, which requires a great deal of energy to produce. Coal predominates among the energy sources employed by instant coffee manufacturers. Coal is more susceptible to global price fluctuations from an economic standpoint, and as a Toxic and Dangerous Material (B3), it requires special management procedures. For this reason, instant coffee companies require more economical and environmentally friendly advancements in the use of alternative energy sources for production fuel (boiler machines). PT Energia Kopi Kreasindo offers a solution for managing coffee grounds waste into coffee grounds bio briquettes as an energy source, namely as production fuel (boiler machine), which is cheaper and more environmentally friendly for instant coffee companies, besides that to create a green industry as a company obligation to comply with Ministerial regulations Industry of the Republic of Indonesia number 54 of 2020, instant coffee companies must reduce or replace their use of fossil fuels. Tangerang-based instant coffee manufacturers are the first consumers to whom we offer our products. Coffee grounds waste briquettes are charcoal blocks, lumps, or sticks that can be burned, manufactured from coffee grounds waste that has been printed in such a shape and size with a certain pressure strength and mixed with a fuel adhesive such as tapioca flour. Coffee grounds waste as biomass waste has the potential to be used as a raw material in the production of bio briquettes due to its calorific value of 5,764 kcal/kg, which is higher than that of medium-rank coal.
Coffee grounds are processed using reduced, reuse, and recycle principles. Alternative fuel made from coffee refuses briquettes. Coffee grounds briquettes are more environmentally favourable organic fuels. Handling coffee grounds briquettes is relatively less expensive and less difficult. Based on the problems associated with the high cost of fluctuating coal energy sources and the pollution of instant coffee production waste, our company offers a solution as an outsourcing company to make briquettes from coffee grounds. The raw materials will be obtained from instant coffee factories, and the resulting briquettes will be sold to instant coffee factories for use as an alternative fuel to coal. As a result of its presence in the alternative fuel market, it is evident that the company will require effective and competitive human resource management, which will have an effect on its performance.

RESEARCH METHOD
This article employs a literature review to analyze concepts, definitions, and models for measuring human capital using references and analytical materials as references and sources. The primary sources used for analysis are journal articles pertaining to human capital measurement models. This paper employs a dimensional writing approach model, which attempts to conduct a literature review by analyzing the dimensions of human capital variables from a variety of expert perspectives. After the literature review was conducted, qualitative research was conducted at PT. Kreasindo Coffee Energia to explore extant theories regarding the relationship between human capital and company performance.

RESULT AND DISCUSSION
The nature of Human Capital
The Function of Human Capital PT. Energia Kopi Kresindo refers to QSPM's Market Development Strategy and Differentiation Focus Strategy based on Porter's Generic Strategy. Human Capital Target PT. Energia Kopi Kresindo How companies can achieve Human Capital objectives. While the objective in the key metrics column of the Lean Canvas Model is to establish relationships and collaborate with instant coffee companies as raw material suppliers and consumers using a B2B business-to-business system with timely distribution and high-quality SNI-standard coffee waste briquettes, the model's overall objective is to reduce waste and increase revenue. In order to accomplish PT. Kreasindo Coffee Energia's mission, we will form and develop human resources with the DJITU character. To achieve human capital goals and objectives, PT Energia Kopi Kresindo has approached various agencies and companies producing coffee grounds about the importance of handling coffee grounds that can be processed into Biobriquettes as new and renewable energy that can reduce energy requirements. gas, coal, and electricity, while eliminating the negative societal impact of coffee grounds waste. This framework is achieved by implementing the McKinsey 7S theory:

1. Strategy, which is Building cooperation with coffee waste-producing companies, Building a customer demand network (market development) and Maintaining product quality and service level
2. Structure, The organizational structure of the company consists of BOD, Director and functional which consists of each functional, namely HRGA-Legal, Finance-Accounting-Tax, Marketing and Operations. Standard Operation Procedure Implementation Systems that are made and approved by Top Management in the company must be followed by all employees to become the basis for carrying out their work activities. In this case, the main focus is on the production of Biobriquettes from coffee grounds waste which must comply with SNI.
3. Systems
Implementation of Standard Operation Procedures that are made and approved by Top Management in the company must be followed by all employees to be the basis for carrying
out activities in order to do their jobs. In this case, the main focus is on production results. Biobriquettes of coffee grounds waste must comply with SNI.

1. Shared Values
The company's vision is to become a company capable of developing renewable energy by providing benefits to society and contributing to the environment. To realize this vision, the company implements corporate values that must be implemented by all levels of employees, namely having the characteristics and attitudes of DJITU. Discipline, Honest, Innovative, Responsible and Tenacious which focuses on customer satisfaction

2. Styles
Apply a participative leadership style. Leaders provide space for employees to be able to participate in making decisions as well as an atmosphere of friendship and trusting relationships between leaders and members by building a culture of caring for the environment and sharing knowledge

3. Staff
The staff assigned to each functional/department must be in accordance with their competence and educational background

4. Skills
Competence of staff according to the criteria required performance evaluation once every 1 year with a minimum of 40 hours of training per year.

Human Capital Planning

Man Power Planning (MPP)
MPP is the process of estimating or planning an organization's personnel requirements. In their book Personnel and Industrial Relations, John B. Miner and Mary Green Miner define manpower planning as the process of ensuring that the right number and type of employees are available at the right place and time to perform the necessary tasks so that the organization can continue to achieve its goals. In the meantime, according to Andrew E. Sikula (1981: 145), HR planning is the process of identifying workforce requirements and integrating their implementation into organizational plans. Manpower planning (manpower planning) is the process of estimating the optimal number of individuals required to complete a task in a given amount of time in order to meet company objectives. The planning of personnel comprises parameters such as the number of personnel, the various types of skills, the timeframe, etc. This is an ongoing process that ensures the company has effective and efficient resources. In the Analysis of Employee Requirements (Position and Title), each Division at PT Energia Kopi Kreasingo is required to conduct an analysis of employee requirements and conduct an HR planning or Manpower Planning Analysis (MPP).

The analysis results are stored within the Energia Automation System (EAS). ESS is a portal through which employees can enrol into their accounts and access human resource information. If the HR Director and Manager Approval have been obtained in the Energia Automation System (EAS) system, the MPP (Manpower Planning) menu features of the Employee Needs Analysis Portal System (MPP) can be implemented. The analysis of employee requirements is used for a one-year period. This Man Power Plan's output is a supporting document for employee requests that have been incorporated between the Man Power Plan and the Employee Request Form. In a market culture, the employee recruitment process is a mindset and behaviour that emphasizes discovering and selecting employees with the best qualifications and abilities in order to maximize the performance and productivity of the organization. In this instance, the company considers its employees to be a vital asset for maintaining business continuity. Therefore, the organization endeavours to conduct rigorous and targeted recruitment and selection in order to find the most qualified candidate who fits its needs and vision. In the employee recruitment process, this is reflected not only in increased productivity and company performance but also in higher levels of employee satisfaction and company engagement. Employees who feel accepted and valued on the basis of their qualifications and accomplishments will have a greater sense of
responsibility and loyalty to the organization, thereby enhancing its organizational culture. Therefore, PT. Energia Kopi Kreasindo employs workers in accordance with established procedures; therefore, the company has a Standard Operating Procedure (SOP) for recruiting employees with the following requirements:

a) Each prospective employee must have the necessary skills and competencies, as well as an appropriate educational background. In addition, prospective employees must possess Discipline, Integrity, Creativity, Responsibility, and Tenacity, as well as a Loyal Attitude Towards the Organization.

b) PT. Energia Kopi Kreasindo's recruitment procedure for prospective personnel is as follows:

Picture 1. Recruitment procedure

Training is an employee development program consisting of both face-to-face and online training in order to acquire and enhance skills to support the execution of their duties and responsibilities within the organization. This is consistent with the idea of developing an organizational culture that leads to a market culture in which companies emphasize competition not only with rivals but also among their own employees. Therefore, the training and development program will enhance the skills of employees, which will have an effect on their work output. PT. Energia Kopi Kreasindo has implemented multiple phases of its training and development plan:

a. T&DNA (Training & Development Analysis) is used to determine the training and development requirements of each employee.

b. The T&DNA procedure is carried out by HRD and consumers through assessments/tests and field observations. Each position's Training Need Analysis can be identified at this stage.

c. The subsequent step is to ensure that the development method corresponds to the training requirements for each position.

d. The subsequent step involves disseminating development activities, monitoring their implementation, and assessing each training activity. The training's objective is to close competency disparities. The capability in terms of: Knowledge, specifically theoretical and practical understanding of a subject. Comprises a compilation of information in the form of facts, procedures, or instructions on how to do something.; Skill, specifically the ability or skill to apply one's knowledge to accomplish a specific objective.; Attitude, specifically the capacity to consider and feel about something manifests as behaviour. In the development of the activity plan's activities, we oversaw their implementation. PT Kreasindo's development activities for marketers are carried out in the following ways:

1. Teaching

PT. Energia Kopi Kreasindo provides a teaching method or teaching by transferring knowledge from a leader who is an expert in his field to employees with the aim that employees have a stock of knowledge that can be implemented in their work. PT. Energia
applies the Teaching Method in which the company assigns each division head an Energia Internal Trainer (EIT). So that trainers from within the company or company HR will be effective in building and maintaining the company’s HR development competencies. The training itself is divided into 2, namely: Soft Skill Training is training that improves an individual's ability to demonstrate his or her own abilities or interests. The purpose of training such as Achievement Motivation is to increase employee achievement motivation. Basic customer service training seeks to enhance the ability to investigate and respond to customer requirements. Leadership Training (Leadership Management Team) aims to enhance leadership, the ability to influence others and understand what a leader's responsibilities are, as well as establishing team strategy and coordination, etc. The next one is training pertaining to technical/technical knowledge and skills in a particular field is referred to as Hard Skill Training. Operation of coffee grounds briquettes production machines, 5R training, Autonomous Maintenance training on production machines, troubleshooting and preventive maintenance training on production machines, quality standard training on coffee grounds briquettes, cleaning & sanitation training on coffee grounds briquettes machines, etc. are examples of this training.

2. Sharing Knowledge
One of the methods for employee development at PT. Kreasindo Coffee Energia is knowledge sharing, also known as sharing to care. Once a month, all employees are free to contribute any knowledge they wish. The purpose of knowledge sharing is to ensure that all employees, regardless of level, have the same understanding of the company and its products. By holding this knowledge-sharing event, it is anticipated that we will be able to share and improve the knowledge of coworkers and foster good communication, thereby creating a positive work environment that will increase company productivity.

3. Coaching
Coaching is a program for employee growth at PT. Kreasindo Coffee Energia. By providing employees with counselling, performance can be maximized. In contrast to teaching and knowledge sharing, which can be conducted with multiple audiences, the division chief coaches staff members individually. Coaching can be conducted at any time and is directed at employees whose performance is deemed inferior to that of their peers in the same position. The objective of this coaching is to help these employees continue to develop their abilities and potential in order to accomplish good work performance.

4. Workshops
Once every three months, PT. Energia Kopi Kreasindo will conduct the workshop. The company believes that by holding this workshop, its employees will gain additional knowledge and be able to increase their abilities and skills in accordance with their respective fields of work. Companies require competent personnel, so this workshop development technique is essential. The workshop will be conducted according to two criteria: an internal workshop in which training will be conducted by internal instructors who are deemed qualified and have certifications, and an external workshop in which employees will be sent to training providers outside the company. This training workshop will be provided in accordance with the occupational sphere and position of the participants.

In addition to the aforementioned, to support performance. Additionally, the company establishes multiple compensation systems, including direct and indirect financial compensation systems. System of direct pecuniary compensation in the form of:

1. Wages
The basic salary for workers is based on the city minimum wage in the area where the company operates in the Tangerang Regency in 2022, which is Rp 4,285,798.90; however, workers with specific skills have higher wage compensation taking into account the cost of
skills and position-based compensation. PT Energia Kopi Kreasindo's payroll system is a payroll system that is connected to employee attendance (Finger Print).

2. Bonus
The Bonus System Incentive provided by PT Energia Kopi Kreasindo is based on the achievement of the Key Performance Indicator (KPI) per Semester (6 months) but is paid annually so that the KPIs for Semesters 1 and 2 are combined. The achievement of this KPI is determined by whether or not each position's target has been met. Each position receives unique target settings that correspond to the weight that is the objective for each target setting.

3. Overtime Wages
Based on Article 27 paragraph (2), Indonesian citizens have the right to get a decent job in the form of an employer according to the operating hours determined by the applicable regulations, and Indonesian citizens are also entitled to this decent livelihood. such as getting wages, and taking leave on official holidays/national days, including getting overtime pay if workers are required to keep working on national holidays.

On the other hand, the Indirect Financial Compensation System will be issued in the form of; Holiday Allowance or THR, Meal & Transportation allowance, Promotional Allowances (For employees who are currently running Temporary Officers (PJS). Promotional allowances will be given to positions that are promoted and levelled up. Allowances themselves are different for each position in accordance with company management policies, Health Insurance (BPJS Health), Life Insurance or Pension Fund (BPJS Ketenagakerjaan), In accordance with government regulations, companies are indeed required to bear the majority of the social security contributions (Jamsostek) of employees, and a small portion is borne by workers who are BPJS participants, Maternity & Annual Leave and facilities that the company provides for the Manager & Director level are Cars Fuel & Toll Claims.

PT. Energia Kopi Kreasindo is revealed in the form of human resource (HR) strategies and programs related to improving the quality of human resources. Since the quality of human resources will affect employee performance in the form of work productivity, it is hoped that increasing the quality of human resources will also increase work productivity. The aggregation of increased employee work productivity will reflect the company's performance, leading to the attainment of effectiveness and efficiency. In determining compensation management, a suitable employee performance evaluation system with a consistent assessment time, i.e. within one year, is required, with assessment aspects including quantity, duration of completion time, quality, productivity, and customer satisfaction.

CONCLUSION
According to the research findings, PT Energia Kopi Kreasindo is genuinely in a good position in human capital management. The review that has been conducted demonstrates the connection between human capital and corporate performance, and it is crucial for businesses to manage their human resources to ensure optimal performance. Improving the company's value in a manner that satisfies all parties, including stockholders, necessitates the company's optimum performance. It is necessary for company leaders to realize that human capital is the true source of company profits, and to stop viewing company activities from a purely business perspective. Leaders of a company should view it as a unique unit of knowledge and abilities, or a unique set of abilities.

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