

The Effect of Human Resource Planning Policy Implementation in Transforming Human Resources Performance of PT Indowebhost Kreasi

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Abstract

Preparation is one of the key things to do to avoid failures, one of the examples are human resource planning concept. Human resources performance at PT IWK are still not on the maximum level, thus creating a problem at the beginning of the company formation. Performance transformation at PT IWK could be done by the help of the policy implementation of human resources planning. Based on the background, purpose of this paper are to understand the effects of human resources planning policy on transforming human resources performances at PT IndoWebhost Kreasi. While the formulation of the problem on this paper are how the effects of human resources planning policy on transforming human resources performances at PT IndoWebhost Kreasi. PT IWK is a company that provides internet, data and managed services communication for plantations companies and other industries in Medan. This paper uses a qualitative approach to with the type of descriptive research Primary data collection techniques through in-depth interview and documentation. Retrieval of secondary data by obtaining documents provided by the company. The analysis of the data is done by reducing the data, presenting the data and finished by drawing conclusions. The results of this paper are human resources planning policy implementation are doing good based on the transformation on human resources performances. But, there is still a need for improvement on the communication process of the implementation, in by doing so could create a better planning and resulting in the effectiveness level that is set by the company. This paper uses a qualitative approach to with the type of descriptive research Primary data collection techniques through in-depth interview and documentation. Retrieval of secondary data by obtaining documents provided by the company. The analysis of the data is done by reducing the data, presenting the data and finished by drawing conclusions. The results of this paper are human resources planning policy implementation are doing good based on the transformation on human resources performances. But, there is still a need for improvement on the communication process of the implementation, in by doing so could create a better planning and resulting in the effectiveness level that is set by the company. This paper uses a qualitative approach to with the type of descriptive research Primary data collection techniques through in-depth interview and documentation. Retrieval of secondary data by obtaining documents provided by the company. The analysis of the data is done by reducing the data, presenting the data and finished by drawing conclusions. The results of this paper are human resources planning policy implementation are doing good based on the transformation on human resources performances. But, there is still a need for improvement on the communication process of the implementation, in by doing so could create a better planning and resulting in the effectiveness level that is set by the company. Retrieval of secondary data by obtaining documents provided by the company. The analysis of the data is done by reducing the data, presenting the data and finished by drawing conclusions. The results of this paper are human resources planning policy implementation are doing good based on the transformation on human resources performances. But, there is still a need for improvement on the communication

INTRODUCTION

An internet service provider (PJI) or Internet service provider (ISP) is a company or entity that provides internet connection services and other related services. The beginning of the entry of Internet Service Providers (ISPs) in Indonesia was in 1994, namely IndoNet led by Sanjaya. IndoNet is the first commercial ISP in Indonesia. At that time, IndoNet took a bold step by using dial-up as the initial connection to the Internet. And in 1995, the Government of Indonesia through the Ministry of Post and Telecommunications issued permits for ISPs which were granted to IndoNet led and BRM. The first time cellular communication technology appeared in Indonesia was when Perumtel together with PT Rajasa Hazanah Perkasa began providing cellular communication services in 1985. The next development was in October 1993, PT Telekomunikasi Indonesia (Telkom) started a pilot project for the development of the second generation (2G) / GSM technology. It was noted that at the end of 1999, Indonesia already had 3.6 million cellular telephone customers. In June 2010, the number of cellular operator service users in Indonesia reached 180 million subscribers, or about 80% of the total population. Based on research conducted by Kominfo in 2018, it was noted that provider users in Indonesia had touched the 250 million user mark. the number of cellular operator service users in Indonesia reaches 180 million subscribers, or about 80% of the total population. Based on research conducted by Kominfo in 2018, it was noted that provider users in Indonesia had touched the 250 million user mark. the number of cellular operator service users in Indonesia reaches 180 million subscribers, or about 80% of the total population. Based on research conducted by Kominfo in 2018, it was noted that provider users in Indonesia had touched the 250 million user mark.

The number of provider users in Indonesia, which reaches 250 million subscribers, is not in line with the quality of the available internet. The internet connection speed in Indonesia, which is known to be slow or slow, can be seen from the survey results of the average internet connection speed compared to other countries in ASEAN. Indonesia's average internet connection is the fourth lowest. This is due to geographical conditions, uneven infrastructure and the last is the large number of internet users. It was recorded that in 2005, cellular service tariffs in Indonesia began to get cheaper, due to the tariff war carried out by the cellular telecommunications industry in order to gain new subscribers and retain old customers. The deteriorating quality of operator services in Indonesia could already be seen around the beginning of 2008, due to the policy of tariff reduction and tariff wars, especially during peak hours. However, behind Indonesia's poor internet ranking compared to other countries, if we look at several ISPs (Internet Service Providers) in Indonesia, Telkomsel is one of the best in terms of speed and connection range. Based on user surveys, the only drawback of Telkomsel, and this drawback can be argued is the high price of services compared to other ISPs, and then XL Axiata. XL Axiata's connection range is similar to how good Telkomsel is. For the next ISP is Tri (3), which is famous for its affordable service prices, far below XL and Telkomsel providers,

The government is aware of the problem with internet quality in Indonesia, so it has an idea to overcome it by cooperating with the provider to implement the Palapa Ring project. In 2016, the Government of Indonesia through the Ministry of Communication and Information Technology carried out the construction of a national fiber optic network, which will reach 440 cities/districts throughout Indonesia, called the Palapa Ring. The Palapa Ring is one proof of the contribution of ISPs in Indonesia. This can be seen with the implementing figures such as PT Bakrie Telecom Tbk, PT. Excelcomindo Pratama Tbk., PT. Indosat Tbk, PT Infokom Elektrindo, PT. Macca System Infocom, PT Powertek Utama Internusa and PT Telekomunikasi Indonesia Tbk (Telkom). The investment in the construction of the Palapa Ring does not use the State Development and Expenditure Budget (APBN),

Inadequate internet speed does not hinder the desire of the Indonesian people to access it, as can be seen from the increasing number of internet users. Starting from the city of Jakarta until finally the spread of the internet entered the city of Medan. The beginning of the internet entering the city of Medan was with the rise of internet cafes (warnet). At first, the internet cafe

was used as a gathering place for students and students to be able to play online games together, due to the high price of internet access from personal gadgets. In addition, the internet cafe is also used as a place to simply access the internet such as social media etc. In line with the increasing demand, internet access is slowly becoming more affordable and in the end the price of internet access can be reached by all people in the city of Medan, like a company starting to need it for day-to-day operations. North Sumatra Province and especially Deli Serdang Regency have plantations, and these plantations ultimately also need adequate internet to support their daily operations.

RESEARCH METHODOLOGY

The type of research used in this research is descriptive research with a qualitative approach. Descriptive research is used because this research aims to reveal or photograph social situations that will be studied thoroughly, broadly and deeply (Sugiyono, 2020). Qualitative research is an approach to constructing knowledge statements based on a constructive perspective (e.g., meanings derived from individual experiences, social and historical values, with the aim of constructing a particular theory or pattern of knowledge), or based on a participatory perspective (e.g. orientation). towards politics, issues, collaboration, or change), or both (Creswell, in Gunawan 2013).

This research was conducted at PT IndoWebhost Kreasi which is located at Jalan Sei Batang Hari No. 51 A, Medan Sunggal. This research began to be carried out in June-July 2021 with a time adjusted to field conditions and research objects.

RESULTS AND DISCUSSION

Based on the results of the interviews, it was found that the influence of human resource planning could be felt among the key informants I chose. The words that I often find are neater or more structured work than before human resource planning. The influences that can be felt by the informants are related to performance, it can be seen from the increasing quality of work based on the more systematic work. This is also in line with the existing theory in organizational transformation, which states that one of the changes in the organization is planned change, which can be seen from the implementation of human resource planning in PT IWK. Another factor in the success of the transformation is to reduce the resistance that exists within the company, and so far all the informants I interviewed are very enthusiastic about the existence of human resource planning, which also has an impact on the systematization of their daily work. The key factor in the success of organizational transformation lies in how the organization anticipates and minimizes the risk of resistance to organizational transformation and PT IWK has implemented it, which can be seen from the small or non-existent resistance within the company. that matter The key factor in the success of organizational transformation lies in how the organization anticipates and minimizes the risk of resistance to organizational transformation and PT IWK has implemented it, which can be seen from the small or non-existent resistance within the company. that matter The key factor in the success of organizational transformation lies in how the organization anticipates and minimizes the risk of resistance to organizational transformation and PT IWK has implemented it, which can be seen from the small or non-existent resistance within the company. that matter

Based on the results of interviews conducted by the author with all informants regarding the implementation of the above policies, it can be seen that the process of implementing human resource planning policies at PT IWK has not run optimally. This can be seen from the communication in the implementation of the policy. Some of the informants I interviewed still did not know how the process of implementing HR planning policies at PT IWK was. Based on other informants, they only know based on the direction of the head of the department. However, all the key informants I interviewed admitted that they were aware of the existence/implementation of HR planning at PT IWK. This shows that the policy implementation process at PT IWK has not been evenly distributed to all divisions and existing employees. The distribution of

communication on the implementation of a policy is still an obstacle step to maximize human resource planning at PT IWK. This can be seen from not knowing how policies have begun to be applied to their daily work, but informants can find out what is being done based on human resource planning. The number of levels of bureaucracy is also one of the factors why the distribution of communication is still not running optimally. but the informants can find out what is being done based on human resource planning. The number of levels of bureaucracy is also one of the factors why the distribution of communication is still not running optimally. but the informants can find out what is being done based on human resource planning. The number of levels of bureaucracy is also one of the factors why the distribution of communication is still not running optimally.

Based on the results of interviews conducted by the author on all informants regarding the organizational transformation above, it can be seen that there has been a transformation or change in PT IWK. This can be seen from the communication in organizational transformation, as all the informants I interviewed mentioned an increase in performance and a more systematic work that must be done on a daily basis. Furthermore, a change that I also encountered based on interviews with informants was being able to do more work in accordance with the provisions given by the company. The changes that I encountered can be called planned changes contained in the theory of organizational transformation.

In line with the benefits that will be obtained if human resource planning is carried out properly, then the steps needed to implement it into the company in order to be able to transform HR performance by first predicting the availability of HR, by re-recording the existing HR in the company, whether already in accordance with the qualifications of the job, After knowing the availability of existing human resources, the next step is to predict future human resource needs. This is done by means of forecasting based on my key informant, which has been carried out at the PT IWK management meeting. After that, the next step is to compare the need and availability, this can be done by calculating the surplus of employees and the shortage of employees. Employee surplus can be overcome by means of limited employee withdrawals, reduced working hours, early retirement, layoffs and downsizing. PT IWK has taken action to overcome the surplus of employees by withdrawing employees to other divisions, as evidenced by the existence of a mutation letter from the company and PT IWK's dismissal on an individual basis to prevent employee surplus. The shortage of employees can be overcome by carrying out recruitment and selection, and this has been carried out by PT IWK by recruiting based on the required qualifications, as evidenced by the existence of an employee recruitment form in which PT IWK provides questions that can describe whether the individual concerned is in accordance with the requirements. needs by PT IWK. By overcoming the surplus and shortage of employees, human resource planning can be implemented and incorporated into the company's strategic planning. This is done so that the existing human resources can be in accordance with the company's needs to be able to achieve the goals that have been implemented by the company, as stated in the company's mission, namely meeting market needs by creating innovative and creative solutions. By having human resources in accordance with the needs, it is hoped that the outcome obtained by PT IWK is to help the company to achieve the goals that have been previously set more effectively and efficiently. This is done so that the existing human resources can be in accordance with the company's needs to be able to achieve the goals that have been implemented by the company, as stated in the company's mission, namely meeting market needs by creating innovative and creative solutions. By having human resources in accordance with the needs, it is hoped that the outcome obtained by PT IWK is to help the company to achieve the goals that have been previously set more effectively and efficiently. This is done so that the existing human resources can be in accordance with the company's needs to be able to achieve the goals that have been implemented by the company, as stated in the company's mission, namely meeting market needs by creating innovative and creative solutions. By having human resources in accordance with the needs, it is hoped that the outcome obtained by PT IWK is to help the company to achieve the goals that have been previously set more effectively and efficiently.

Based on the analysis that I used in this study, this research will be based on the

theoretical framework of human resource planning according to Andrew E. Sikula (In Sinambela, 2018) which states that HR planning is a process of determining labor needs and efforts to meet these needs. so that its implementation is integrated with organizational planning. Based on the theory that I took, it can be concluded that human resource planning is an activity that focuses on meeting the needs of the workforce so that the fulfillment of these needs can be integrated with organizational planning. The analysis that I will use in this study will refer to indicators per theory that will be linked to the definition of human resource planning, so that it can be seen the influence of human resource planning on the transformation of PT IndoWebhost Kreasi's HR performance. This is in line with the definition of human resource planning which states that the activities carried out refer to the integration of organizational planning, viewed from the theory of performance, policy implementation and organizational transformation.

Human resource planning can transform HR performance within the company, one real example at PT IWK is the more systematic daily work of HR so as to improve the quality of performance of PT IWK HR. This is evidenced by a statement from my key informant who stated that the level of performance quality of HR is already at 70% in terms of performance quality. Human resource planning can also fulfill many organizational goals. For example, it can help to see alternative HR programs and policies and suggest alternative implementations that are most supportive of organizational effectiveness and all plans with all their variations are aimed at helping achieve organizational goals. Human resource planning in my research is used so that companies can achieve their corporate goals, as stated in the company's mission of meeting market needs by creating innovative and creative solutions. I also got this from previous research that I quoted, based on a journal entitled "The Influence of Human Resource Planning and Work Experience on Employee Performance at PT Air Manado" by Rillya A. Kelejan, Victor PK Lengkong and Hendra N. Tawas stated that Human resource planning has an important role in a person and can affect or have an impact on his performance, because basically good human resource planning is able to create quality employee cadres in the work process. In other words,

From a total of 4 informants interviewed by the author, they stated that the concept of human resource planning has an influence in changing the performance of HR in PT IWK. They feel that the work they do is more systematic and has provisions in the work that will be carried out on a daily basis. This shows that there is an influence generated by HR planning, but has a difference in the influence felt by some of the informants I interviewed. However, some of the informants I interviewed still did not understand how the process of implementing the human resource planning was. This shows that there is still a need to improve communication in the implementation of human resource planning, so as to create clarity to all divisions and employees what HR planning is and the stages of its implementation into the daily activities of the company. A better communication process for implementing policies will result in better human resource planning and can have an effect on improving the performance of performance effectiveness.

After the research was completed, several questions regarding the research were asked during the seminar on the results of this research. The first is "What are the obstacles that cause human resource planning to not run optimally?" and this can be explained from the lack of focus on the objectives given by policy implementers to policy implementers. Next, "How to improve the quality of performance at PT IWK?" and can be explained by refining the concept of HR planning that can improve the quality of performance. Finally, "Why did PT IWK choose HR planning as a policy to transform its HR performance?" and has an explanation that with the implementation of human resource planning,

In the future, it is necessary to conduct further research and analysis to find out further developments related to the concept of human resource planning at PT IWK. This research is expected to help companies to find out what steps can be taken to further maximize human resource planning. The author admits that there are still many shortcomings and limitations of the data obtained and the lack of book sources that serve as guidelines in writing and analyzing data in this study.

CONCLUSION

Analysis of human resource planning at PT IWK, all informants know the concept of human resource planning and can briefly describe what human resource planning is. Furthermore, human resource planning has been carried out at PT IWK, seen from the implementation of the quality and quantity fulfillment function, the existence of programs that support the welfare of human resources, the provision of training and human resource development, the implementation of legal sanctions based on government regulations and the dismissal of HR programs. In the analysis of HR performance, before the implementation of the human resource planning policy, there were still performance levels that were not optimal and had not reached the level of effectiveness expected by the company. In the analysis of policy implementation, there is a process of implementing human resource planning policies that have not run optimally. This can be seen with some informants who still do not know in detail what human resource planning is and how the steps are taken to integrate it into daily activities. Better policy implementation communication processes will result in better policies running, in this case human resource planning. In the analysis of organizational transformation, it can be seen that there is a transformation or change in HR performance based on the implementation of human resource planning policies, seen from the systematic work that must be done on a daily basis. In other words, human resource planning has a role in organizational transformation,

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