

Human Resource Planning and Selection Strategy at PT Kimia Farma, Tbk

Antoni Ludfi Arifin ^{a,1,*}

¹ Institut Ilmu Sosial dan Manajemen Stiami, Jakarta, Indonesia

¹ ludfi@stiami.ac-id

*Corresponding Author

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ABSTRACT

The objective of this study is to find out the strategy of planning and selection of human resources (HR) in PT Kimia Farma, Tbk. This study is qualitative research. This study's primary data were collected from interviews, observation, and recording, while secondary data were collected from the company and other external sources. Furthermore, the data were analyzed, and it is used to present the results of the study. The validity of the data is measured by evaluating the correctness of the data (triangulation). This study found that the company has implemented a human resource development strategy through 1) the planning programs for human resource requirements which support the organization's vision and mission; 2) the recruitment process is conducted openly with a rigorous selection process to determine and obtain qualified candidates based on requirements. This study also presents the results of the synthesis of HR planning & selection that can be used in the pharmaceutical industry and PT Kimia Farma, Tbk in particular.

1. INTRODUCTION

As a medical and health service corporation, PT Kimia Farma, Tbk has produced raw materials via retail pharmacies. In running their business as a healthcare company, they carried out several innovation by assimilating the business from the upstream (material factories and medicine factories) to the downstream (pharmacy outlets) in order to dominate the business. The business aims to develop an industry infrastructure for raw materials, to create clinical laboratories, to build hospitals, and to expand the number of pharmacies; The support for this transformation is realized by preparing agents of change.

The business portfolio developed by the company in the form of factories, pharmacies, distributors, clinical labs, and even other services require the support of human resources who have qualified competencies that matched with the organization needs. Therefore, the company must pay attention to business processes for attaining, retaining and developing human resources accordingly to develop the business sustainably. Human resource is increasingly becoming one of the most important challenges in the pharmaceutical industry in general and in developing countries in particular to improve public access to the medicines needed (Babapour et al., 2018)

The human resource is an asset that is very important for the working performances and capabilities of the organization. Therefore, PT Kimia Farma, Tbk understands that strong and competent employees are fundamental for the company's growth.

Human resources development is one of the important activities for the organization. (Miftahuddin, et. al., 2018; Madya, 2018; Tufa, 2018). Employees are enhanced with skills and knowledge, which is manifested in the form of real activities, such as training, education, and career development. In addition, (Susiawan & Muhid, 2015; Atikawati & Udjang, 2016; Abdullah & Husaini, 2017) stated that human resources are a very valuable asset for every organization and make a big contribution to the organization because employees work for the achievement of organizational goals. Organizational goals can be achieved through high organizational commitment, which is influenced by individual characteristics and job satisfaction.

HR planning concerns the forecasting of HR needs for the future and the planning required to meet organization needs (Ulferts, et. al., 2009; Prashanthi, 2013; Samwel, 2018). Recruitment and selection is an important organizational strategy to identify and acquire the people needed for organizational success to get the most appropriate candidates (Daniel, et. al., 2014; Saviour, et. al., 2016; Azmy, 2018; Klepić, 2019). This is important for PT Kimia Farma, Tbk to make HR planning and carry out the right recruitment and selection process.

Human resource planning practices must be carried out by the pharmaceutical industry properly. According to (Mishra & Nagar, 2016) It is important for organizations to adopt appropriate and effective human resource planning practice tools. HR planning aims to determine the direction of the organization's HR goals, determine a strategy to achieve these goals, and establish a complete set of plans to align and coordinate activities as part of the HR strategy (George, 2017). In accordance with this, the company has designed a strategy for planning and selecting employees in order to find the best candidates, from the human resources planning process in response to the direction of organizational needs, recruitment of candidates, an open and rigorous selection process, and through structured phases. This supports the statement by (Susiawan & Muhid, 2015; Halim, 2016) that in the globalization era, industrial development and competition are taking place strictly. Human resources are a crucial factor in company development; therefore, companies must pay attention to employees' recruitment and selection process.

The research by (Yadav & Dabhade, 2014) determined that it is important to develop a human resources strategy system to ensure an enterprise will meet its priorities and objectives. Employees play an essential role in business organizations' success, which is vital because organizations must consider and carry out careful planning human resources practices. According to (Azmy, 2018) the recruitment strategy aims to meet human resource needs. The process of getting superior human resources must go through the right recruitment mechanism or system in order to get the best candidates.

Devi & Banu, 2014; Cupian et al., 2020; Lilstian, 2020) states that to get the right person, in the right place, at the right time, organization must carry out the better recruitment and selection strategies. This process is important for organizational performance. (Koltnerová, et. al., 2012; Grabara et al., 2016; Otoo et al., 2018) stated that a human resources plan must ensure that the appropriate persons are allocated to the right job at the right time. If the organization failed to accommodate this aspect, it is possible that the business goals and plans impossible to be achieved and other competitors might take the company's position in the struggle for market position.

This statement also is supported by the research conducted by (Ekwoaba, et. al., 2015). They interviewed 130 bank employees at the Fidelity Bank Plc. It was found that recruitment and selection according to company criteria affect organizational performance, where if the recruitment and selection criteria were more objective, the organization will be more performing.

Human resource management practices can play an important role in achieving a high-quality workforce. Recruitment and selection are the main human resources management practices that can affect the performance level of employees in the organization (Kepha, et. al., 2014). Employee recruitment and retention are essential for human resources managements and practitioners in today's economic global era. Human resources management's responsibility is to develop strategies and techniques for human resources recruitment to get the best candidates, both internally and externally.

Human resources are acquired during the recruiting and hiring process which is accomplished from both external and internal resources. The company's attempts to develop employees' performance should be developed further in order to successfully train the company's human resources for the future. The management should also make sure that their expectations are relevant with the company's corporate strategy.

The addition of new pharmacies is the reason that the company requires several employees to support the promotion of the business's products. In order to select the right employee candidates for available positions, the recruitment process is carried out openly, both internally and externally; the use of online media, on the company's website or uploaded to an online job-seeking company; it also can be done in printed media such as newspapers.

This open recruitment is expected to acquire employees who match the candidates' required position and qualification. The selection process should be carried out strictly following the procedure, including interviews, written tests, and assessments, so that the qualifications of the

selected candidates are qualified. (Sarinah, et. al., 2016) argued that the accomplishment of business objectives depends on the quality of human resources. To access these resources, each company must have employee recruiting and hiring requirements focused on the company's core objectives. The development or deterioration of a company's employee relies on the employee's willingness to perform their function and the company's method in recruiting them.

Based on the previous research, no research has been conducted on state-owned pharmaceutical companies such as PT Kimia Farma, Tbk. In addition, PT Kimia Farma Tbk's business processes requires a lot of knowledge workers thinking rather than physical touch labor, this is a gap from previous research, which has not carried out labor specifications. It is also the originality of this research.

In implementing their human resource planning strategy; from determining the need for the number of employees (filling vacant positions or new positions), the efforts in the recruitment and selection process for vacant positions, both internal and external sources; as well as training and development conducted on companies' employees are critical points to achieve organization goals. This study tried to find out PT Kimia Farma, Tbk human resource plan, strategies, and how the company develops their employees to remain competitive in the business competition. In this study, two questions are proposed: 1) What is the strategy for planning the human resource needs in PT Kimia Farma, Tbk; and 2) What are the recruitment strategy and selection procedure conducted to find the employees in PT Kimia Farma, Tbk. This study contributes to the recommendation of a strategic model for human resource requirements planning and selection for companies in general, and specifically for companies in the pharmaceutical industry.

2. METHOD

This study is a case study qualitative research, case study at PT Kimia Farma, Tbk. A case study is one type of research used in the field of qualitative methodology (Starman, 2013). Zainal, (2007) states that case studies are widely recognized in many social science studies especially when in-depth explanations of a social behavior are sought.

Qualitative analysis is a method for obtaining, analyzing, and describing data, various entries, including interview and observation (Aspers & Corte, 2019).

The data used for the analysis were collected by interviews. There were four principal informants in this report. The details collected from PT Kimia Farma, Tbk or external sources is used for study. The aim of using secondary documentation was to enrich the reach of the analysis by using reference documents appropriate to the subject. The data from primary and secondary sources were collected and analyzed. The data collected was then checked for accuracy. The criteria for evaluating trustworthiness are 1) credibility, 2) transferability, 3) dependability, and 4) confirmability.

In order to facilitate the author to collect, analyze, and present data from the interview, the authors devised diverse questions. The author used a list of various questions as material for data collection through in-depth interviews with 1 HC director, 1 general manager (division head), and 3 HR managers (department head).

The data used were obtained from primary and secondary sources. Articles, textbooks, report, and also uses data sourced from official websites. According to (Sekaran, 2003), some websites are useful for business research and can be accessed via a search engine. It is necessary to validate the findings with one or more methods. The researcher must ensure that the conclusions obtained from the qualitative evidence are plausible, accurate, and not in dispute with other findings. To support the results of the analysis, the author follows the suggestion (Creswell & Creswell, 2018) that qualitative research requires at least 50 references in the form of scientific articles, books, report sources, and other references.

This research is expected to produce a research synthesis where the results of the analysis are a conclusion of how HR planning and the selection process are able to get the best people for the organization.

3. RESULTS

It is confirmed that the planning and the fulfilment of the human resource in PT Kimia Farma,

Tbk is in line with the long-term roadmap of the company. The recruitment principles are implemented by the company to ensure that the best candidate is acquired.

As a strategic partner, Human Capital (HC) Department of PT Kimia Farma, Tbk keeps improving the company value through planning, fulfilment, and maintaining the high-quality employee. It is in accordance with the mission of HC Department which is to prepare human resource solution that is in relevance with the business strategic direction. This mission needs to be implemented within the recruitment process in PT Kimia Farma, Tbk.

The data analysis results show the success of PT Kimia Farma, Tbk in implementing its human resource strategy.

First, conducting human resource planning by designing a human resource development roadmap by integrating the corporate strategy (vision & mission) into the unit's business strategy. This is relevant to the findings of (Belu & Voiculet, 1994; Hosan & Praptiningsih, 2014) that strategic HR planning is an ongoing process that is closely related to the mission, vision and goals of the organization.

In human resource planning, the company has developed an organizational structure that is adaptive to changes in the macro and micro situations, creating job descriptions and job specifications that pay more attention to organizational needs and determine job grading for each position. As the organization established a pharmaceutical factory, it established specific employment rules for its workers. The Human Resources Department likewise is centered on creating and training foreign business leaders' candidates and will also support the development of new companies (hospitals, for example). In the path map of human resource growth, the organization started to pay attention to the company's business development, and by establishing strong set of policies into the unit business plan.

As the company transformed from production and distribution into a healthcare industry, it forces the preparation of excellent human resources that highly skilled in healthcare industry. Vision and mission integrated human resource mapping aids in insuring that the company is provided with the suitable employees for the suitable positions in the right time.

The roadmap of human resource development of PT Kimia Farma, Tbk is stretched from the year of 2017 to the year of 2021. It is going to be developed further from the year of 2022 until the next five years. In this roadmap, there are three human resource development policies implemented. They are: 1) Reshuffling and fulfilment of the core position; 2) External recruitment is needed when the internal resources do not meet the required competences; 3) Improving the capability and the competences of the available human resource whether it is the hard skills or the soft skills.

Nawawi, in Winarti (2018) stated that there are two main activities in human resource planning. They are work volume and workload analysis, and the competence analysis of the available employees. Other than the needs analysis, the HC Department also conducted these several strategies, which are:

1. Human resource coaching in order to develop the awareness of self-potentials,
2. Supervising the work process to achieve the desired results,
3. Assigning to the employee tasks that help them to increase the capability. E.g., assigning the employee to become a pharmacy manager overseas.
4. Employing the human resource on the internal company activities such as company inauguration or inventory fulfilment event.
5. Regularly conducting employee training based on the training syllabus
6. Conducting tiered training from the basic level to the highest level to prepare the career path of the employee.

The means to narrow the gap between the current employee condition to the desired employee condition stated within the human resource development roadmap is still on progress. The consideration that should be made is regarding the demography condition of the overall employee. It is resulting the company to arrange these strategies:

- 1) Capacity fulfilment. It is regarding the number of employees needed based on the business development.
- 2) Capability fulfilment which are the effort to improve the available employee competence to scaffold the company goals.

PT Kimia Farma, Tbk validates with (Anyim, et. al., 2012), and their study that human resource planning is used by companies to ensure that the business has the appropriate quantity and categories of employees, in the right position and at the right moment. And human resource planning must be done properly, to bring optimal long-term benefits for the company and employees. The company's unrealized human resource planning is related to the company's strategy, which is still in pending status, such as the establishment of pharmacies in Vietnam.

Second, to obtain candidates with excellent quality and high productivity, PT Kimia Farma, Tbk conducted selection and recruitment with competency-based employee recruitment and integrated with the human capital information system (HCIS) in which some valid and reliable tools are implemented. (Meiastoko, 2013) stated that the advancement of information technology will not be existed if not for an excellent quality of human resources. In relevance, (Beadles II et al., 2005; Kumar & Parumasur, 2013; Muhammad & Niki, 2018; Silva & Lima, 2018) added that by employing HRIS software could boost the operational efficiency rate.

Third, the crucial decision for the employers is that whether the managerial position should be recruited internally or externally. The fulfillment of the needs of employees is prioritized internally within the company. However, if the candidates from within the companies are incompetent, the selection will be carried out externally, including hires professional employees. Recruitment and selection of employees need to consider the applicant's competence as well as the qualification requirements required for the position. The main goal is to find candidates who matched with the capability and could work based on their competencies. The recruitment and selection program has been well conducted; however, the main concern is to prepare internal human resources who have standards of job competency in accordance with the required position or the position to be promoted; therefore, the position with specific competency is not filled by external candidates (pro-hire). This is in line with the opinion (DeVaro & Morita, 2013) that the decision to take candidates from internal and external sources must be the concern of the organization based on competence. (Artini, 2011) emphasizes that the increase in the strategic role of HR is manifested in the form of recruitment and placement policies based on employee competencies.

Human resources described by the company as one of the important company assets. The company's management wants the human capital or human resource they recruited to become an asset for the company, not liable. Thus, recruiting employees for company human resources is the key success for company management in developing their business. A selective process is required to filter and obtain the best candidates to contribute to the development of the company. This support statement by (Noe, 2010), that the aim of the recruitment process was to get potential employees.

Obtaining qualified human resources is the key to the company's success. The strategy of PT Kimia Farma, Tbk is also in accordance with (Henry & Temtime, 2010). They stated that recruitment is the entrance point for employee getting into the organization. Therefore, companies must ensure that they are able to get the best candidate so that organizational goals can be achieved. (Sharma, 2014) also stated that recruited employees must have the required skills and experience for the suitable position in order to further develop the organization.

In order for the recruitment and selection process to run transparently and reliably, the company needs to prepare standard operating procedures for the recruitment. The purpose of this standard operating procedure is to guide the implementation and control of the recruitment. Therefore, the employee productivity and performance in company work units in the recruitment process can be controlled properly.

Research (Zaman, 2012) shows that organizations that have done very good practice in the recruitment and selection process can help many other employers in Bangladesh and around the world to find suitable candidates.

One of the key successes to becoming a great company is to select the human resources

employee for the company. If the management of PT Kimia Farma, Tbk did not conduct the recruitment or selection process optimally, it means that the quality of the human resources they recruited was incompetent. Therefore, the company should not expect too much and should not expect that the company will make a significant improvement in developing their business.

The recruitment is based on company needs of employee, employee recruiting budgets, organizational development plans, and job analysis from human resource planning. Based on these needs, the company disseminates information on job vacancies that matched with the required criteria and employee qualifications or job requirements.

In accordance with the company's labor agreement (Perjanjian Kerja Bersama/PKB), it is stated that employee recruitment is conducted to fulfill the position based on the company needs. Employee recruitment, both for attrition (filling vacant positions) and development, must be planned according to the workforce requirements as outlined in the annual corporate budget work plan of PT Kimia Farma, Tbk. (Kimia Farma, 2020).

The recruitment and selection process follows the several stages, which start from searching for candidates from both internal and external sources by announcing the information in public; applicants administrative selection; initial interview with HC Department; psychology test, physical health test, interview with board director; and finally candidates were stated meet the requirements and are eligible to work as employees of PT Kimia Farma, Tbk to take part in internships (Training Management Trainee/ MT) and employee work contracts (detailed recruitment and selection stages are shown in Figure 1).

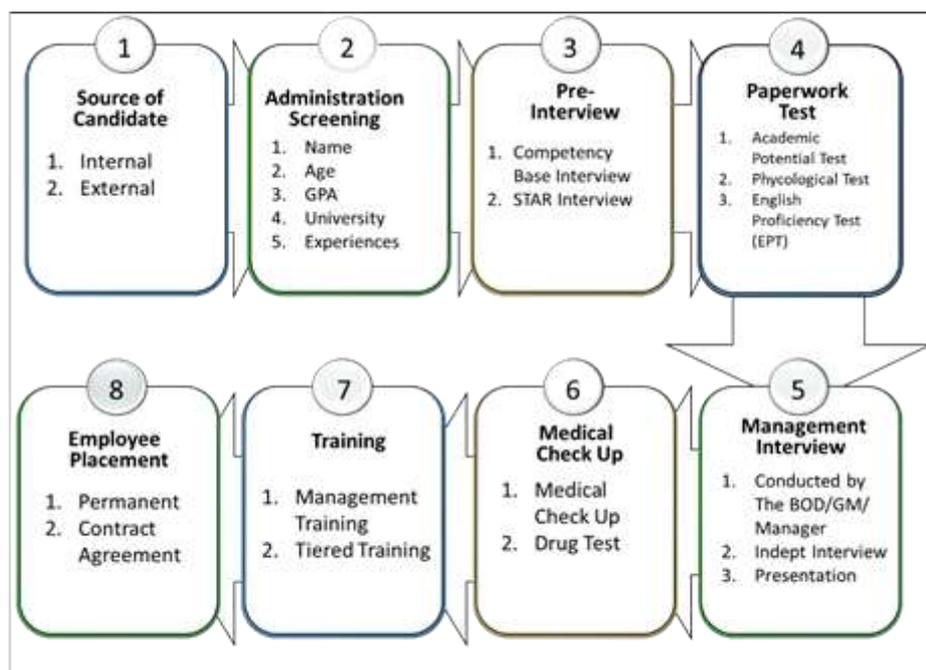


Figure 1. Recruitment and selection process in PT Kimia Farma, Tbk

The company announces employee vacancies in public with a transparent recruitment process. (Bohlander, et. al., 2001), stated that companies must select candidates who have relevant qualifications to fill the position. Therefore, the selection process was conducted in several stages, starting from collecting application files and selecting them, initial interviews with the HC Department, tests, background investigations of applicants, further selection process, interviews with the management, medical tests, and the last stages was the final decision is accepted. This recruitment procedure has been done by PT Kimia Farma, Tbk. According to (Hanafi, 2018) that the search for manpower in the organization must be carried out properly to get human resources who can support the realization of organizational goals. The success of PT Kimia Farma, Tbk to get the best candidates depends on the HR planning, recruitment, and selection processes. This is in line with what Iskarim (2017) coined that a successful employee recruitment system is a starting point towards a well performing organization. To gain employees who are match with the task

requirements of an organization requires several procedures, such as: job identification, job analysis, recruitment sources, recruitment method, and candidate interview and selection, as well as job offer.

The company also visits some universities to conduct a recruitment program once every four months to select the best candidates from university graduates in various places. In addition, the company also participates in job expos and job fairs. The recruitment process in universities or college, start by sharing and announcing the information about the position the company need and the administrative requirements for the vacancies. The selection team verifies whether the application documents match the requirements. The next stage is a psychological test and interview with HC Department. The eligible candidates will be asked to continue the recruitment process and be invited to the headquarter to participate in the recruitment process based on the company's Standard Operating procedure.

The development of the company's business towards a health care company has led to the addition of divisions and positions. Therefore, the efforts for employee recruitment and selection are needed to find potential candidates who matched with the job competencies. From the discussion above, the authors make a proposition on the strategy of employees' recruitment and selection, which stated that open recruitment and strict selection determine achieving potential candidates who have relevant qualifications to fulfill the job vacancies.

It is recommended that the company implement the strategic model of HR planning and recruitment and selection process as shown on the Figure 2. PT Kimia Farma, Tbk's business processes require more of an knowledge worker rather than the physical touch labor. This is the gap from the previous research which is in order to fulfill the position requirements, an intellectual candidate is needed by the company.

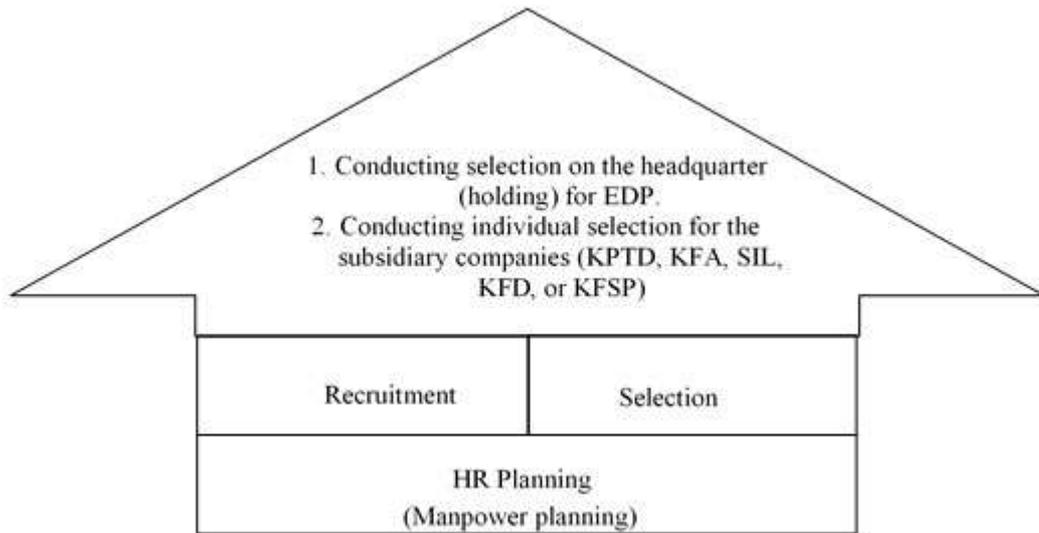
At the time of the writing, below are PT Kimia Farma, Tbk subsidiary businesses:

1. PT Kimia Farma Trading & Distribution (KFTD),
2. PT Kimia Farma Apotek (KFA),
3. PT Singkona Indonesia Lestari (SIL),
4. PT Kimia Farma Sungwun Pharmacopia (KFSP)
5. PT Kimia Farma Diagnostika (KFD)

As a holding, PT Kimia Farma, Tbk is required to comply to the need of human resource as requested by each subsidiary business. This necessity should also align with the development course of the company within the pharmacy industry which cater to the regulation and employ the latest technology possible. Thus, the technical and non-technical qualifications are being delivered accordingly. Take PT Kimia Farma Apotek for example. Its locations are spread across the country. Therefore, the integrated human resources fulfillment planning between each work unit, the subsidiary companies, and the holding is highly required.

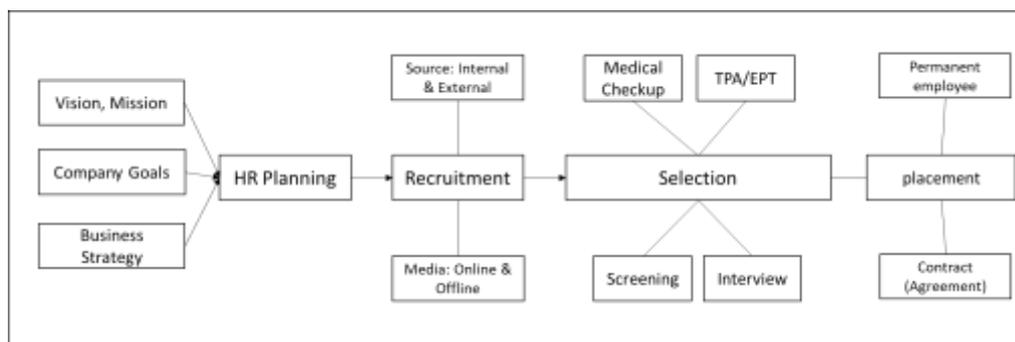
The human resource fulfillment planning which has already been structured should be carried out accordingly depending on the necessities. The decision that needs to be made is whether the recruitment process will be conducted on the headquarter or it will be conducted on the branch office which spread across Indonesia.

Currently, the company is implementing two strategic options regarding the recruitment process. The first one is conducting the recruitment process on the headquarter which implement the employee development program (EDP) and candidate gathering via media or college visit. In this process the candidates are signing a temporary contract (PKWT) during the EDP in which if the candidate is proven to be highly qualified, they are eligible to be employee by signing a permanent contract (PKWTT). The second strategy is to conduct individual candidate selection on the branch offices (KFTD, KFA, KFD, SIL or KFSP) according to the need of each branch. The candidate then signing a PKWT contract. The strategic model that is being used by the company is illustrated on the Figure 2 below:



This study contributes to the recommendation of a strategic model for human resource requirements planning and selection for companies in general, and specifically for companies in the pharmaceutical industry.

1. Conduct HR planning for the next five year for work units', subsidiary companes', and headquarter' human resource requirement.
2. Conduct open recruitment process in which the job vacancy is advertised in either online or offline mass media to ensure the maximum coverage so that it is accessible to all candidate.
3. Conduct screening processes that implement the phases as shown on the Figure 1.
4. Conduct selection process on the headquarter (holding) for employee development program (EDP) with a temporary contract (PKWT) and a permanent contract (PKWTT) as the follow up after EDP
5. As for the subsidiary companies, they are able to conduct individual recruitment processes depending on the HR planning.



Figur 3. Research Synthesis HR Planning & Selection Strategy of PT Kimia Farma, Tbk

Based on the results of research synthesis related to HR Planning and Selection strategies at PT Kimia Farma, Tbk, it was found:

1. The company starts with HR planning based on the company's vision, mission, strategy and goals.

2. The company carries out a recruitment strategy by advertising online and offline to get the best candidates, both internal and external sources. The company's recruitment process by advertising in online and offline media agrees with (Noe, 2010) 's statement.
3. Conduct the selection stages, starting from screening, interview, academic potential tests, and medical check up.
4. And finally, the best candidates obtained from the selection process will be continued with a permanent employment or contract agreement.

4. DISCUSSION

The company assess that high quality human resources will improve the sustainable competitive value of a company. Therefore it is importance to acquire the human resource which match the need of the organization. The HC Department should plan the human resource management based on the business plans which consider 1) the profile and the composition of the employee (education backgrounds, years of service, positions, and the soon to retire employee within the next five years), 2) SWOT analysis, and 3) the employee demography imbalances within the holding and/or the subsidiary companies.

The HC Department of PT Kimia Farma, Tbk specify three main strategies on business transformation. They are: 1) Preparing competence human resources that skilled in both technical skill and managerial skill which can compete within the industry; 2) Ensuring the employee always provide their best performance by conducting appreciation program; and 3) Improving effectiveness and efficiency on the working process. The human resource planning should cater to the needs of the company development. Moreover, the company should also develop the job structure and the job description accordingly.

The recruitment process wheter internally of externally has undergo the specified phases so that the employee candicate fulfill the qualifications for the required position. This research conclude that the managerial selection of PT Kimia Farma, Tbk via tiered training system is an excellent procedure.

5. CONCLUSSION and SUGGESTIONS

Because this study is qualitative research by conducting in-depth interviews with informants, the authors found limitations in examining each answer obtained and then connecting those answers with other informants. As a result, PT Kimia Farma, Tbk has compiled an HR plan in accordance with the company's vision and mission; and the recruitment process is carried out openly, and the selection process is carried out strictly.

The HR preparation approach is focused on the human capital department's roadmap which is tailored by the organization's vision and goal, then cascade into the HR Department's vision and mission. It has been planned for human resources requirements to focus on the company's market expansion such as plans to build a factory of Paracetamol, establish overseas pharmacy outlets, and establish & acquisition of hospitals.

It is recommended that the HC Department of PT Kimia Farma, Tbk continues to plan and develop human resources based on competency in accordance with the transformation of the company - healthcare and hospitality, to avoid "hijack" or pro hires from outside the company. Therefore, the company can prepare internal human resources since an early stage.

A crucial decision facing employers is whether to fill several managerial positions from internal or external sources. The company recruitment and selection strategies in announcing the job vacancies to company internal employees and external candidates openly on the website www.jobsdb.co.id and www.jobstreet.co.id as well as by walk-in interviews on some famous universities. The company's recruitment process by advertising in online and offline media, that the purpose of the recruitment program is to ensure that the organization has several applicants who meet the requirements to find the right candidate. Meanwhile, the selection process conducted by PT Kimia Farma, Tbk that the various stages in selecting candidates were needed to find relevant qualifications for the candidate to fulfill the job vacancies.

It is recommended that: first in the short term, the company collaborates with leading universities in all regions to get the best prospective graduates and foster diversity from all regions of

Indonesia, considering that PT Kimia Farma, Tbk is a large company whose business operations are spread throughout Indonesia. Second recommendation-long term, the company carries out recommendations from research synthesis by conducting HR planning according to the vision, mission, organizational goals & selection strategy, according to Figure 3.

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