



Implementation Of Human Resources Management With Mixed Employment Status And Implications Of Compensation At Pt Jasamarga Jogja Solo

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Abstract

Organizations always need quality human resources with adequate expertise and skills. Every human resource in the organization has the right to receive rights and obligations in accordance with their position and performance. This internship research is related to the application of human resource management with various employment statuses and compensation implications at PT Jasamarga Jogja Solo. The research internship will start from 13 February 2023 to 13 June 2023 located in Yogyakarta. PT Jasamarga Jogja Solo is a toll road business organization. This research uses a qualitative descriptive approach. Data was collected using observation, interview and triangulation research methods with 3 respondent 2 managers and 1 employee of PT Jasamarga Jogja Solo. The results of this research show that the company has provided appropriate rights and obligations based on government regulations and company regulations to contract employees and assigned employees.

Keywords: *Contract Employees, Assignment Employees, Compensation.*

INTRODUCTION

The existence of human resources in the organization functions to organize activities within the company effectively by managing work flow, organizational information and financial assets in order to achieve company goals, so the management process can be explained with several functions, namely planning, organizing, leading and controlling. So human resources have an important role in the organization for organizational planning so that it can increase employee productivity, improve employee welfare, and with good human



resource planning you can select prospective employees who meet the company's qualifications (Fратиwi, 2022).

According to Shalihah (2017), a work agreement is a relationship between two or more people who are bound by an agreement and must be obeyed and carried out because an agreement contains several provisions, promises, or commitments that are written or verbal. There is a difference between oral and written work agreements, an oral agreement is a work contract that is made only verbally and not in writing with the risk of harming and endangering the worker, while a written agreement consists of the wage rights obtained by the worker, the worker's job description, and other obligations accepted by the worker. workers, such as a certain time agreement (PKWT).

According to Ohunakim (2022), the compensation system is one of the main tools in human resource practices and plays an important role in retaining talented employees who have good performance in the organization. In other words, as a form of reward or allowance related to work that the company provides to employees with the aim of encouraging employees to work in accordance with organizational goals.

Human Resources & General Manager of PT Jasamarga Jogja Solo, Mia Tarigan said that employees at PT Jasamarga Jogja Solo can be contracted into two employees, namely an Assignment Employee and Contract Employees. Assignment Employee are employees who are assigned by the main company to be transferred to a company that needs employees so that an assignment contract will be issued, a work agreement between the main company and the subsidiary signed by the employee. Contract Employees are employees who are bound by a work agreement with work time limits that have been determined from the start and also written agreements and rights as an employee contract that must be understood.

Retaining contract employees in the organization can reduce the company's costs related to compensation because contract employees only receive less compensation. When compared with permanent employees, organizations will require quite large expenditures for permanent employee compensation because permanent employees have larger and more complete benefits and income (Sukmadewi, 2020).

LITERATURE REVIEW

Human Resource Management

To manage the workforce employed and developed in an organization is the task of human resource management. Human resource management is distributed through the HR system, which operates under the auspices of the HR division. In HR organizations the aim is to advance HR performance by developing and maintaining productive employee

performance so as to create an effective workforce, taking into account ethical aspects so that Human Resources in the organization receive treatment in accordance with values and morals (Armstrong and Taylor, 2020).

Employment Contract

According to Sumual (2021), a work contract is an agreement between two parties, an employer and an employee, to carry out work for which they will receive compensation. For example, such as contract employees, contract employees have a working period that is determined at the start of the contract, the company still provides guaranteed compensation to contract employees even though it is low in contrast to permanent employees.

Time Work Agreement Specific

According to Indonesian Law Number 35 of 2021 concerning employment, PKWT is a work agreement between a worker or labor and an entrepreneur to enter into a work relationship for a certain time or for a certain job. Constitution 6 of employment Law states that the maximum implementation period is 5 (five) years. A specific time work agreement has the nature of being created for workers who have a type of work that will be completed within a predetermined time (Indonesia, Law Number 35 of 2021).

Assignment Employees and Mutation

According to Setioningtyas (2020), mutation is the transfer of workers from one workplace to a different workplace but is still under the responsibility of one company, apart from the workplace that changes employees also have different responsibilities, different positions, knowledge and experience. different. By transferring employees, companies can encourage employees to achieve higher career paths.

Compensation

According to Nuruzzaman (2021), compensation is a very important indicator in an organization, in providing compensation there are factors that can influence the size of the compensation given by the company, namely the position held by the employee, the level of education that has been completed, the length of service in the company. company, and other factors, in providing compensation generally depends on the performance results and achievements created within the company within a certain period of time. However, with these various factors, compensation must be fair and appropriate in accordance with the risks and responsibilities of each individual employee's job desk. With fair compensation,

employees will be highly motivated if their performance is provided for the company so that employees will receive satisfaction with their own compensation from the company.

RESEARCH METHOD

Qualitative Approach

According to Creswell (2018), the qualitative approach is an approach that uses different methods of data collection, interpretation, analysis and report writing compared to traditional quantitative approaches. With a qualitative approach, open data collection is carried out, representation of information in figures and tables, open sampling. So, in qualitative research the information obtained really comes from direct interviews conducted by researchers with someone who knows the problem or understands what will be researched.

The focus of this research in the internship program activities at PT Jasamarga Jogja Solo is to make a conclusion as to what kind of diversity of employment status is implemented at PT Jasamarga Jogja Solo so that this research aims to analyze how the diversity of employee status at PT Jasamarga Jogja Solo is in supporting efforts efficiency of diversity that occurs.

Method of collecting data

The following methods are used to collect data in this research. The author uses data collection techniques by means of observation and interviews:

1. Observation: according to Yusuf (2014), observation is said to be successful if the data collection technique is determined by the researcher because in carrying out observations the researcher will listen and see the research object directly so that the researcher can conclude based on the object directly observed.
2. Interview: according to Creswell (2018), an interview is a method of collecting data by preparing a plan to develop and ask several questions, then recording the answers during the interview.

RESULT

Employment Status

Assignment

Employment status in an organization is adjusted to each organization, PT Jasamarga Jogja Solo is determined by 2 lines of recruitment activity, namely the employment status of assigned employees and contract employees. HR & General Manager, Mrs. Mia, explained that there are differences in the recruitment selection process for contract employees and

assignment employees. Recruitment selection for contract employees begins with sending an application to the company through to the interview process until the company calls for a contract, while for assignment employees they are only given a decree from the main company.

According to Acikgoz (2019), recruitment activities for companies include efforts to inform prospective applicants about the positions that are needed, looking for qualified applicants, inviting an individual to submit an application to a company, evaluating the qualities of an applicant, makes selection decisions, and involves organizational efforts to provide information to applicants in order to accept job offers.

Job Desk

According to Wilbert (2022), job descriptions are an important part of human resources. Job descriptions are written rules for managing information regarding job descriptions, task conditions and responsibilities that will be applied when working within the organization. The commitment you have while working becomes an individual's attitude in showing your willingness and seriousness to direct yourself to a better level in order to safeguard the interests of the organization in order to achieve its goals.

From the results of interviews with Ms. Mia as Human Resources & GENERAL Manager and Mr. Rahmat as Public Relations Manager, there are several job desks that are standard work at the PT Jasamarga Jogja Solo office. The job desk given by PT Jasamarga Jogja Solo to each employee is different and two employees occupy one position so they get the same compensation.

Employment Under Contract

There is a period of working time as an employee in an organization, for example a contract employee. Employees with contract status within the organization have a working time range that has been agreed upon by both parties between the company and the employee. As conveyed by Mrs. Mia Tarigan, HR & General Manager, the working period for contract employees is in accordance with the work creation law, a maximum of 5 years of work. However, contract employees placed on projects have a work period of a certain nature, if the project is completed then the employee's work period can be completed.

Meanwhile, contract employees who are placed in the administrative and operational fields have a maximum working period of 5 years, but if the employee has good performance and the company still needs his performance, a recommendation can be given to extend the contract with conditions in accordance with state law. It is explained in the law that workers

with a certain time agreement are stated in article 56 paragraph (1) of the "Employment Law" which regulates that work agreements are divided into two types, namely work agreements for a certain time and work agreements for an indefinite time. The work contract agreement for PKWT workers can indeed be extended or renewed. However, there is a time limit" (Prasetyaningrum, 2020).

For the work period of employees based on a contract as an assignment employee, Ms. Mia Tarigan claim that the work period of employees with assignment status is assigned by the main company to work in a new company for an indefinite working period, except if the employee is needed by the main company or subsidiary company. other. There is an advantage when becoming an employee with assignment status, namely that you will get the lure of a career increase by one level in a new company or what is called a promotion. Job promotion is a change or process of moving an employee from one position to a position with higher authority, responsibility, duties and income compared to the previous position (Tangngisalu, 2021).

Apart from being profitable for the company because it can ease the company's problems in providing wages and providing benefits, it turns out that there is anxiety from the side of employees with contract status. Unrest as a contract employee status can occur due to the lack of knowledge as a contract employee in understanding the contents of the contract agreement and the rules regarding contract employment, with the emergence of unrest making contract employees more active in finding out about the rules and agreements regarding the contents of the contract as a contract employee (Saddam, 2019).

Mrs. Savira, as a contract employee at PT Jasamarga Jogja Solo, said that there is anxiety experienced as a contract employee because contract employees do not have long-term jobs and the work they do is only temporary and not permanent. According to Pradana (2021), employee unrest that occurs can indicate a feeling of discomfort at work, including wanting a higher salary and feeling pessimistic about work when employees do not receive employee welfare. It is hoped that companies can pay attention to the level of employee welfare. workers, so that it can provide satisfaction, security, comfort and commitment for employees.

Staffing by Assignment

The perfect company is a company that offers opportunities to grow professionally and improve work capabilities through the right placement of employees according to their abilities. According to Husaini (2021), employee placement is a process of assigning employees or moving employees to other positions or assignments to new places. According

to Simamora (2021), the transfer of employees from the parent company to the subsidiary is required to be in accordance with the applicable legal regulations in article 1 number 20 of law number 13 of 2003 concerning employment regulations made by the company in writing using Indonesian with rules of conduct. and several company conditions made by company holders or combined unions of organizations in accordance with agencies that have been registered with agencies in the field of employment.

Ms. Mia Tarigan as HR & General Manager said that as an assigned employee she was assigned by her main company, namely PT Jasamarga, with a decision letter to transfer her place of work to PT Jasamarga Jogja Solo temporarily with a higher position and different compensation, such as wages, allowances. and facilities provided by subsidiaries. According to Sari (2020), with employee assignments or job transfers, the company hopes to increase the motivation of employee performance abilities, increase work experience, and develop the potential of employees. The company hopes that with employee transfers it can improve the skills and work quality of employees with experience and new knowledge in different work environments and responsibilities.

The contract employees, Mrs. Savira and Mr. Rachmat, explained the recruitment activities they had gone through, starting with the stage of sending a job application along with a curriculum vitae to PT Jasamarga Jogja Solo, then waiting for qualifications and information via email or message if received, carrying out the next stage of the psychological test and if the score fulfilled, proceed with the interview stage by services outside the company (outsourcing) with questions in accordance with the qualifications required by the company, if the interview questions are in accordance with what the company requires then the final stage is to call HRD for prospective employees to agree to sign the contract and negotiate work wages When approval has been made, it will be placed in the division concerned.

By going through several processes in selecting contract employees and passing a series of tests held by the company to select prospective contract employees, selecting contract employees in the form of selecting prospective employee files, interviews, and so on. The company's contract employee selection process still uses a manual system and takes a long time to process and select because it still uses a gradual method in the process. Therefore, every company needs a decision support system so that it can help the company in the recruitment process of selecting contract employees with assessments that cannot be proven with numbers and are therefore subjective (Oktari, 2022).

Managing Employess

According to Prastika (2023), human resource management is always directed and developed so that the goals that have been set can be achieved with structured planning so that several areas can be identified as a result of analysis of individual management. In employee management, the organization always strives to maintain the performance of its employees by paying attention to the motivation and work ethic produced with the aim of maximizing the results of the work undertaken, so by creating good human resource management it will support employee performance in the success of an organization.

According to Yulandri (2020), every organization is required to be responsible for meeting the needs that are the company's rights and obligations, namely providing compensation to employees. It is important as an organization to pay attention to the compensation given to employees so that employee motivation and performance can be well managed at work so that employees continue to produce maximum and satisfactory performance for the company. Compensation in organizations is not only in the form of wages related to annual, monthly or daily rates, but in compensation employees also receive benefits which are usually in the form of health insurance and pesionary programs.

There are benefits or compensation you get as a contract employee of PT Jasamarga Jogja Solo, namely there is a basic salary, allowances, overtime pay and THR given by the company every month on the 25th, as well as getting the facilities needed for work, namely one laptop and several office necessities such as office stationery, this was conveyed by Mrs. Savira.

Mr. Rachmat as the Public Relations Manager with the status of a contract employee also said that at PT Jasamarga Jogja Solo, apart from getting wages, bonuses, allowances and overtime pay, he also gets office stationery facilities and gets official car facilities in accordance with his position in the company, apart from wages and facilities, sir. Rachmat also said that the benefits of working at PT Jamasarga Jogja Solo include gaining new knowledge, new relatives and a comfortable working environment.

Mrs. Mia as HR and General Manager said that there are no very significant differences between contract employees and assignment employees, there is only a difference in the health sector, namely if contract employees only get insurance for the individual concerned while assignment employees get insurance for their entire family on one family card. However, BPJS health insurance for contract employees and assignment employees is covered by the company and their families. In terms of employee income, it is adjusted to the position held between contract employees and assignment employees.

According to Hidayat (2020), managing human resources can begin by optimizing leadership and managerial functions that focus on how to work, advantages possessed and mindset at work.

Employees Development

According to Ningrum (2020), human resource development, preparation and maintenance is a human resource management system within an organization with the aim of the organization being able to develop well, human resource development is the capacity that an individual has effectively when carrying out his work so that it plays an important role for workers and company owners. In developing human resources, well-programmed management of time, planning, activities and costs is needed with the aim of improving the abilities of each individual so as to increase employee effectiveness at work.

Mrs. Mia Tarigan as HR & General Manager said that in the employee development activities of PT Jasamarga Jogja Solo, there are employee patterns that are adjusted to the needs of the positions required by the company. At PT Jasamarga Jogja Solo, employees with assignment status are not always superiors and contract employees are not always subordinates within the company.

According to Iswandi (2021), development and management in the organization is carried out by the leadership of the directors or managers in the organization. The leadership in the organization plays an important role in the organization by taking steps to manage human resources in the organization, even though the board of directors does not have authority over other work departments but have functional roles.

There are four stages in the training process so that competent human resources can be created, namely, First, Assessment, where this method is often used in assessing human resource competency, Second, Design is an important step used by management to design professional training products so that they can meet the needs of the organization. , Third, Delivery is to provide the ability to assign material to participants so that participants can provide training on an object with the aim of participants being able to train themselves, fourth, Evaluation is a process in determining the progress of the training program compared to the goals to be achieved (Apriliana & Nawangsari, 2021).

In this case, career development is an important process in improving individual work abilities which is achieved to realize the desired career and career development also has benefits in planning future careers within the company. Every employee deserves to be given the opportunity to develop their abilities and career and is expected to provide the

best results for the company so that the company and employees can develop optimally (Adnyani, 2019).

CONCLUSION

Based on data analysis using qualitative methods in this research, it can be concluded that the company does not have permanent employees, the employee status at PT Jasamarga Jogja Solo is only assignment employees and contract employees. Having different employment statuses can affect the compensation provided by the company. There is a difference in compensation, although not significant, between assigned employees and contract employees, namely compensation in the health insurance sector with differences in employment status. PT Jasamarga Jogja Solo still provides compensation as fairly as possible according to the position held. being undertaken and employee performance.

Based on internship activities and the findings in this research, recommendations that can be given are:

1. Companies need to maintain fair compensation quality in various employment statuses so that employees continue to be motivated.
2. It is necessary to organize socialization of the provisions and agreements in work contract agreements with PKWT employees so that they do not cause unrest for contract employees and are able to create a good work culture.
3. Every employee should continue to improve their performance because there is no significant difference in compensation between assigned employees and contract employees.

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