
**ANALYSIS OF HUMAN RESOURCE PLANNING ON EMPLOYEE
RECRUITMENT POLICY AT THE SPECIAL COAL TERMINAL OF PT.
CAKRA TRANSINDO UTAMA**

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ABSTRACT

Keywords: HR planning; HR management; human resource.

human resource planning (HRM) activities can be said to be the beginning of all human resource management (MSDM) activities. However, HR planning is not the only burden borne by the Company's HR managers. All managers in an organization or company plan the needs and availability of human resources by the interests and progress of the organization. HR Planning is the process of how a company or organization meets current and future workforce needs. A literature review is a set of explanations for a very important part of a research report. The literature in this chapter reveals the thoughts or theories that underlie and support research. The theory presented in the literature review chapter is useful for researchers to explain the relationship between several concepts that will be used to explain research problems so that research results will be obtained that can answer the problem formulation contained in the research title. This study applies a qualitative design, namely research that focuses on on general principles that form the basis of the manifestation of a symptom of human life, or also patterns analyzed from socio-cultural indications through the culture of the community to obtain representations regarding the ongoing examples. According to John W. Creswell in the book Research Design, qualitative research is: So, in general, the notion of human resource planning is the process of analysis and identification by the organization of the need for human resources so that the organization can determine the steps that must be taken to achieve its goals. In addition, the importance of holding human resource planning is that the organization will have a clear picture of the future, and be able to anticipate the shortage of the required quality workforce.



Introduction

Human resource planning activities can be considered as the starting point of overall human resource management (HRM) activities. However, human resource planning is not solely the responsibility of the HR manager (Riniwati, 2016). All managers within an organization or company plan for the needs and availability of human resources in line with the interests and progress of the organization (Zumery, Yustini, & Rostiati, 2021). Human resource planning is the process of how a company or organization fulfills its current and future workforce needs. To meet current workforce needs, the HR planning process involves efforts to fill workforce gaps both in terms of quantity and quality. Meanwhile, in meeting future workforce needs, human resource planning emphasizes forecasting efforts regarding the availability of labor based on the needs according to the future business plan (Abdulnabi Ali, Golbert, Reksa, Kretzer, & Schweiger, 2023).

Human resource planning is fundamentally required when business planning is implemented as an implementation of the company's vision and mission that has been set (Riniwati, 2016). Planning is a rational way to prepare for the future, as Becker (2000) in Rustiadi (2008:339) puts it. Meanwhile, according to (Hindun, 2015), planning is a process of determining what will be achieved in the future and establishing the necessary steps to achieve it. Some argue that planning is an activity limited by a certain time frame, so planning is further defined as a coordinated activity to achieve a specific goal within a certain period (Lubis, 2018). This means that planning is a process of determining what will be achieved in the future and establishing the necessary steps to achieve it. In the context of corporate planning, forming a Vision and Mission serves as a guide for the direction of a business, where it will go, and with what strategies the business will be run—the Company's Mission PT. Cakra Transindo Utama is that the Company Highly Values Human Resources and is Committed to Fully Developing Them (Catio, 2020).

The formation of Vision and Mission by the company can make it easier for employees to clearly understand the purpose of their work. Therefore, the vision and mission of a company have a significant impact on increasing the motivation and enthusiasm of employees in their work and realizing the company's goals or vision (Saputra, Soleh, & Gayatri, 2020). A company cannot simply exist without goals, guidelines, and steps to achieve its goals. In addition to seeking profit, a company also has business strategies in planning and development, which are expected to include human resource planning as one of the strategies. The choice and determination of HRM strategies are crucial in determining what kind of HR is desired, both in terms of quantity and quality.

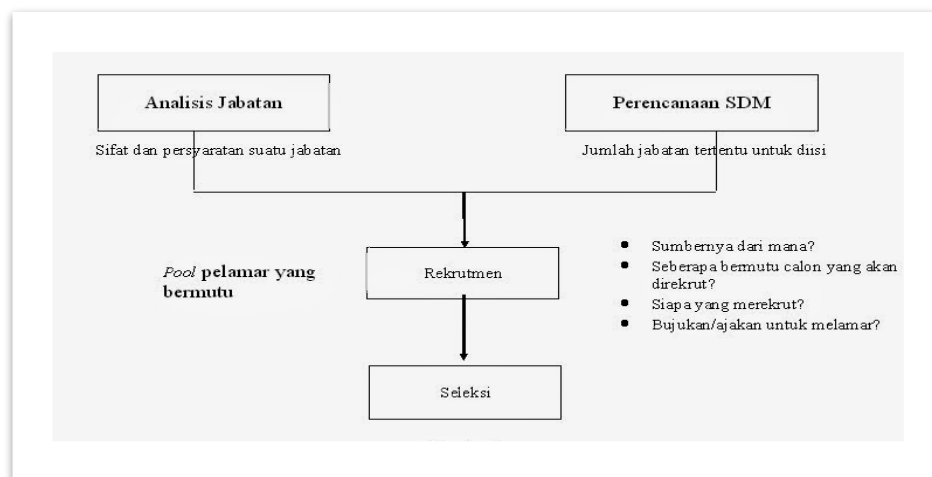


Figure 1.1 The relationship between job analysis, HR planning, recruitment, and selection
Source: Open University HR Management Subject Book

PT. Cakra Transindo Utama is one of the companies that plan to carry out the HR Planning process and analyze HR in the Construction of Special Coal Terminals and Other Supporting Facilities on an area of ± 214,980 m² located in Tanjung Baru Village,

Muara Belida District, Muara Enim Regency, and other regional boundaries in the scope affected by development with the condition of the area divided into one adjacent district space boundary. It can be seen in the following topographic image of the region:

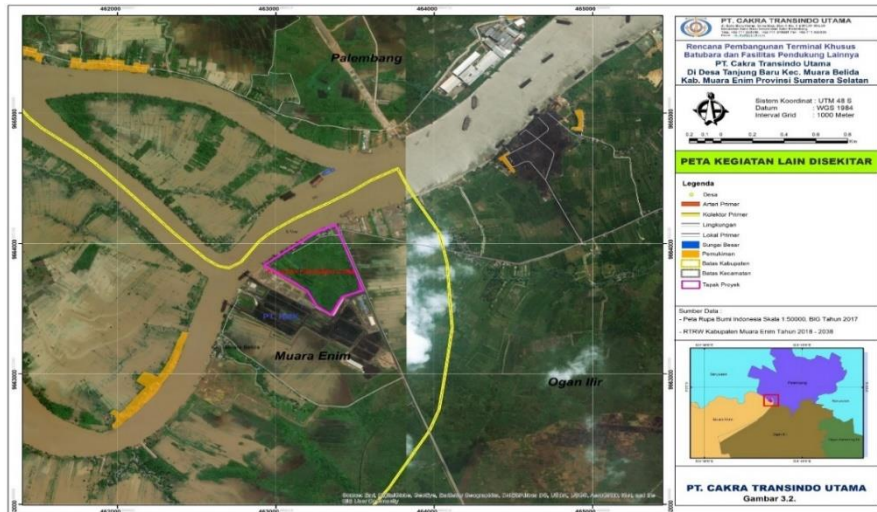


Figure 1.2 Topography of the Planning Area for the Construction of Special Coal Terminals PT. Main Transindo Chakra

Source: 1:50000 scale map of Indonesia, BIG 2017, RTRW Muara Enim Regency 2018-2038

The area of Muara Belida District is currently 204.67 Km² or 20,467 Ha which is divided into 3 categories, namely rice fields, not rice fields, and non-agricultural land. Non-paddy land has the largest land, which is 8,958 followed by 5,979 paddy fields and 5,530 non-agricultural land. Rice production reached 35,338.82 tons with a harvest area of 8,065 Ha, most of which came from lebak rice (Climate 2019: 3–36).

Table 1
Details of the Area of Muara Enim Regency and Distance to the Capital

No	Kecamatan	Ibukota Kecamatan	Luas Daerah (Km ²)	Percentage (%)	Jarak ke Ibukota
1.	SDL	Pulau Panggung	269,14	3,6	29
2.	SDU	Aremantai	426,64	5,7	110
3.	SDT	Seri Tanjung	302,24	4,04	99
4.	Tanjung Agung	Tanjung Agung	710,04	9,49	40
5.	Rambang	Sugih Waras	378,07	5,05	122
6.	Lubai	Beringin	529,32	7,07	120
7.	Lubai Ulu	Karang Agung	478,49	6,39	151
8.	Lawang Kidul	Keban Agung	287,26	3,84	22

9.	Muara Enim	Muara Enim	187,08	2,5	0
10.	Ujan Mas	Ujan Mas Baru	311,33	4,16	17
11.	Gunung Megang	Gn. Megang Dalam	471,36	6,3	31
12.	Benakat	Padang Bindu	451,96	6,04	34
13.	Belimbing	Cinta Kasih	148,69	1,99	36
14.	Rambang Dangku	Tebat Agung	773,33	10,33	65
18.	Gelumbang	Gelumbang	705,57	9,43	121
16.	Lembak	Lembak	101,44	1,36	108
17.	Sungai Rotan	Sukarami	344,14	4,6	150
18.	Muara Belida	Patra Tani	204,67	2,74	160
19.	Kelekar	Menanti	138,03	1,84	120
20.	Belide Darat	Tanjung Bunut	264,26	3,53	128
Total			7.483,06	100	

Sumber : BPS_Kabupaten Banyuasin Dalam Angka, 2019

Administratively, the business plan and/or activities for the construction of a special coal terminal and other supporting facilities, PT Cakra Transindo Utama (CTU) is located in Tanjung Baru Village, Muara Belida District, Muara Enim Regency, South Sumatra Province. Muara Enim Regency is an agricultural area with an area of 7,483.06 km² and is divided into

20 sub-districts consisting of 245 definitive villages and 10 kelurahan. The area of Muara Enim Regency has the following boundaries:

1. North: Penukal Abab Lematang Ilir Regency, Palembang City, Banyuasin Regency and Prabumulih City.
2. South: South Ogan Komering Ulu Regency, Prabumulih City and Kaur Regency of Bengkulu Province.
3. East: Ogan Ilir Regency, Ogan Komering Ulu Regency, South Ogan Komering Ulu Regency, and Prabumulih City
4. West: Penukal Abab Lematang Ilir Regency, Musi Rawas Regency, Lahat Regency, Pagar Alam City, and Prabumulih City

Muara Belida District is the sub-district where the planned construction of a special coal terminal PT Cakra Transindo Utama will be built, precisely in Sungai Jangkit Hamlet, Tanjung Baru Village, Muara Belida District, Muara Enim Regency. Muara Belida District with the capital of Patra Tani Village has an area of 204.67 km² which is divided into 8 villages/Neighborhoods and as many as 26 hamlets and 56 RTs. Administratively, Muara Belida District has the following boundaries:

1. North: Palembang City and Banyuasin Regency
2. South: Gelumbang District and Ogan Ilir Regency
3. East: Palembang and Ogan Ilir

4. West Side: Gelumbang District

The location of the construction of the Special Coal Terminal and Coal Stockpile of PT. Cakra Transindo Utama Before the construction of the Special Terminal, the Minister first determines the construction location after receiving recommendations from the governor and regents/mayors regarding the compatibility of the special terminal location plan with the spatial planning (Ministry of Transportation Regulation No. 52/2011). The construction location can be reached via a land route through Palembang City, using Jl. Mayjen Yusuf Singadekane to Jl. Mayjen Saitibi Darwis, approximately \pm 6.8 km. Along the route of Jl. Mayjen Saitibi Darwis, the road conditions consist of asphalt roads, concrete roads, and gravel roads filled with crushed stone. This road serves as the main access road for the surrounding villages and is also used as a transportation route for other companies with substantial tonnage (Iskarim, 2017).

The construction is planned to be used as a facility for loading and unloading coal, along with other supporting facilities. The placement location of the special terminal is outside the Working Area (DLKr) and the Area of Port Interests (DLKp), which is part of the nearest port to serve its interests. Its management must comply with all provisions mandated in the Ministry of Transportation Regulation No. PM 51/2011. One of the goals of this business plan and/or activities is to support the government's efforts to diversify energy use and help facilitate the supply of national energy needs. In principle, this plan is expected to have a positive impact on regional development, including employment opportunities, increased income, and economic activity. In general, the stages of the business plan and/or activities for the construction of the special coal terminal and other supporting facilities of PT Cakra Transindo Utama have the potential to have an impact on the environment and community perceptions.

As part of this work program, PT. Cakra Transindo Utama is forming a Human Resource Planning strategy to determine the direction of future workforce development. Therefore, when recruiting workers, the company will conduct the recruitment process. However, the initiator will encourage the company to prioritize local workers whenever possible. The recruitment of workers to support the construction of the special coal terminal and other supporting facilities is expected to have the potential to have an impact on increased job opportunities, the emergence of business opportunities, increased community income, and changes in community perceptions. Through systematic planning, the company will be able to easily estimate the number and types of workers they need for a specific project. This will be outlined in four (4) stages of activities, namely the pre-construction, construction, operation, and post-operation phases. This approach aims to minimize various errors during the execution of specific projects.



Source: Environmental Management Data and Environmental Monitoring Efforts (DLH), 2020

This is often overlooked by some companies. Rarely does a company care, or maybe they have a strong perspective on human resource management and planning. Neglecting the right human resource management process is not only limited to small companies. Even large companies sometimes overlook this critical aspect. It's not surprising that unintentionally, competent human resources can be lost. The main reason for this is the lack of proper management and planning. That's why human resource management, mapping, and planning should be a crucial point in organizational development.

The concept of human resource strategy must be related to and support the organization's or company's strategies. However, in some companies, human resource planning does not run optimally because there has been no integrated data management, making it impossible to obtain accurate information to support HR-related decisions. In the future, organizations must be more observant and analytical of their human resources. This will help identify who the truly productive and innovative employees are, as well as those who contribute less to the organization. Accurate identification can lead the organization to address issues from various aspects and form the basis for further human resource development patterns.

In areas with empty or low performance, individuals therein may lack the will to do something good for themselves or the organization or company. The low-performance group is somewhat better because its human resources are willing to do something but are more focused on self-interest and satisfaction. Development strategies need to be more strategic and planned. Each area requires a different approach. For example, peak performance areas require specialization and specific techniques compared to management in other areas.

With human resource planning, companies are expected to instill self-responsibility in each organizational member and develop a sense of responsibility that can grow from within, supported by effective thinking patterns based on competence, analysis, and

appropriate policies. Employing a large number of people will require business owners to consider salaries, placements, and treatment of employees, including their welfare. Eventually, this led to the establishment of what is called "Welfare Secretary" (Priyono 2010:2). The competition is also becoming fiercer, requiring human resources that are competent enough to provide satisfying customer service (customer satisfaction) and are also value-oriented (customer value-oriented). So, it's not just about achieving high work productivity but also about performance in the achievement process.

The recruitment of workers during the planning and construction phase is based on the human resource planning needed by the company to start development activities until the production stage of PT. Cakra Transindo Utama. The number of workers recruited during the operational phase is approximately 200 people. The industrial area of the special coal terminal has opened up job opportunities on a large scale in Muara Enim Regency, and this availability should lead to local resource availability. Local resources are resources located in the local area, easily accessible, and manageable, including human resources, natural resources, and technological resources (Birmano and Bastori 2015) (Kelejan, Lengkong, & Tawas, 2018).

The recruitment of workers (HR) during the construction stage of coal terminal facilities and other supporting facilities located in one boundary area between affected regions greatly affects HR planning. The number of workers recruited at the operational stage is approximately 200 people. The process of recruitment of workers is carried out gradually adjusted to the needs and will continue to prioritize workers from local communities, especially from Tanjung Baru Village, Muara Belida District, and its surroundings. Operating labor recruitment activities are estimated to have the potential to have the impact of increasing employment opportunities, the emergence of business opportunities, increasing community income, and changes in public perception.

Research Methods

This research is a type of field research because the data is obtained from direct observations at PT: Cakra Transindo Utama and the community around the Coal Special Terminal Construction area. The method used in this research is qualitative. This study uses a descriptive approach, namely collecting data based on factors that support the object of research, and then analyzing these factors to find their role (Arikunto, 2010). The location of this research is at the Port of Khusus Batubara Terminal PT. Cakra Transindo Utama, located in Tanjung Baru Village, Muara Belida District, Muara Enim District, South Sumatra Province. The type of data used in this study is primary data through questionnaires prepared with interview techniques and secondary data through third parties obtained through intermediaries, which can be through other people or related documents.

Results and Discussion

The Analysis of Employee Recruitment Policy Implementation

The analysis of the application of recruitment policies at PT. Cakra Transindo Utama enables the entire series of activities to be carried out systematically and on schedule. These systematic and scheduled activities include both machinery and human activities. Managing employees in the company is crucial because employees play a vital role as subjects in this activity. The essence of management activities is to manage the existing resources, especially human resources, to cooperate in carrying out activities to achieve common goals. Therefore, management activities are synonymous with assisting each other in conducting various activities.

After presenting various data as outlined in Chapter IV, the researcher then analyzes this data to address the problem formulation in Chapter I regarding the Analysis of Human Resource Planning for Employee Recruitment Policy at the special coal terminal of PT. Cakra Transindo Utama. The implementation effort is carried out with Standard Operating Procedures created by the company as guidelines and written instructions for all activities related to human resource management. This includes:

1. Employee Recruitment SOP
2. SOP Employee Responsibility Description
3. Standard Operating Procedure (SOP) for Supervising Employee Responsibilities
4. SOP Replacement of Employee Responsibilities

The Standard Operating Procedure (SOP) format for HRD Personnel Recruitment is as follows, and the following is the Standard Operating Procedure (SOP) flowchart for PT. Cakra Transindo Utama.

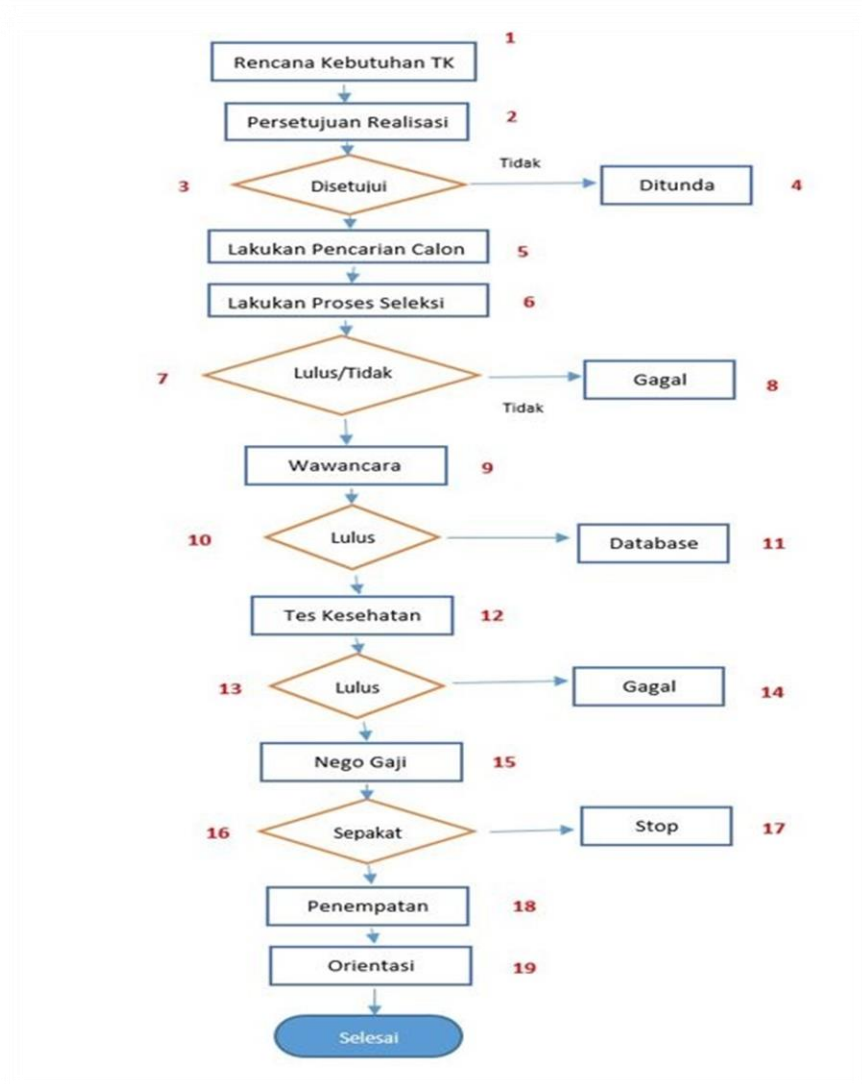


Figure 4. 4 Employee Recruitment Flowchart-SOP of Company Management
 Source: Data Standard Operating Procedure PT. Main Transindo Chakra, 2022

HRD SOP Format – Change of Person in Charge of Section/ Division/ Branch

Purpose:

To explain the rules and procedures for changing the Person in Charge of Sections/ Divisions/ Branches Material/ Tools:

News of Handover of the Position of Person in Charge of Section/ Division/ Branch

Personnel Qualification:

Person in Charge of Section/ Division/ Branch Procedure:

1. Resign/submit a retirement preparation period for the Person in Charge of a Section / Division / Branch to the Human Resources (HR / HRD) department.
2. Make a contract letter/work agreement between HR / HRD and the person in charge of the new Section / Division / Branch.

Improvement Of Electric Motor Inspection Process In Service Repair Workshop: With Lean Consumption Map Approach

3. Make a certificate of working in the company from the HR / HRD department for the person in charge of the new Section / Division / Branch.
4. Create a Minutes of Handover of Office (Sertijab) between the Person in Charge of the old Section/ Division/ Branch and the Person in Charge of the new Section/ Division/ Branch.

PT. CAKRA TRANSINDO UTAMA	FORM PENILAIAN WAWANCARA	No. Form	FM- CTU- HRGA 001	Tgl Terbit	1 Mei 2020	Revisi	: 00	Halaman	: 1	
Nama Pelamar : Posisi / Jabatan : Tanggal Wawancara : Pewawancara :										
No	DIMENSI	URAIAN	NILAI							
			1	2	3	4				
1	Pendidikan Formal	Tingkat pendidikan formal yang dapat menunjang posisi yang dilamar								
2	Pengalaman Kerja	Kesesuaian antara berbagai hal yang pernah ditangani dalam pekerjaan sebelumnya dengan pekerjaan yang dilamar								
3	Pengetahuan Teknis	Pengetahuan praktis atau teoritis yang dikuasai berkenaan dengan posisi yang dilamar								
4	Keterampilan (Skill) Teknis	Kemampuan mengatasi permasalahan yang mungkin terjadi pada posisi yang dilamar								
5	Motivasi	Menunjukkan besarnya semangat serta minat terhadap kondisi pekerjaan yang dilamar								
6	Kerja sama Tim	Kemampuan beradaptasi dan bekerja sama dengan rekan kerja								
7	Etika (Sopan Santun)	Menunjukkan sikap sopan santun dalam bertutur kata maupun bertingkah laku								
8	Penampilan Diri	Cara berpakaian, kerapian, serta keadaan fisik secara umum. Ada tidaknya cacat fisik								
9	Kemampuan Komunikasi	Kemampuan mengungkapkan ide secara sistematis dan jelas sehingga dapat dipahami dengan benar oleh orang lain								
10	Kemampuan Bahasa Asing	Kemampuan dalam berbahasa asing yang dapat dipahami dengan benar oleh orang lain								
11	Kemampuan Memimpin*	Kemampuan untuk mengorganisir orang lain dan bawahan yang berada di bawah pengawasannya								
12	Pemeriksaan Referensi*	Riwayat pekerjaan kandidat di perusahaan sebelumnya								
Keterangan Nilai :			1. Kurang. 3. Baik. 2. Cukup. 4. Sangat Baik.							
Kesimpulan dan saran :			Petunjuk Penilaian : Isi dengan menggunakan tanda X (*) Diisi jika memang diperlukan atau untuk posisi / jabatan tertentu.							
Saran / Komentari :			Palembang, Nama: Pewawancara HRGA - Form Wawancara							

Figure 4. Figure 4. 5 SOP Form for Interview Assessment
 Source: Company HRD data PT. Cakra Transindo Utama,2022

Based on reference to the recruitment process of PT. The Main Trasnindo Chakra that has been decomposed can be concluded:

a. Recruitment

So, the result of the recruitment process is a collection of applicants who meet the qualifications and are ready to be screened through the selection stage. In the recruitment of employees, PT. Cakra Transindo Utama first carries out planning, in the form of provisions that must be met by prospective employees. PT. Cakra Transindo Utama's search for employees is based on the abilities or qualifications possessed by prospective

employees, both from the internal and external environments. This can be seen based on the established requirements, such as being able to work long hours, being honest, diligent, trustworthy, and hardworking.

The recruitment process applied at PT. Cakra Transindo Utama is based on need. This means that the recruitment process is carried out after an analysis of the need for new employees. Recruitment is done openly by posting job vacancy announcements in front of the office building. The process applied is consistent with the theory proposed by Hasibuan, which states that employee recruitment should be based on what and who. "What" means that we must first determine the job descriptions. "Who" means that we seek the right people to fill the positions based on job specifications because when a position is filled by someone who is not an expert, it may lead to problems and inefficiencies due to the person's lack of expertise in that field.

b. Selection

The selection process begins when recruitment ends, meaning when the company has a pool of applicants. According to its definition, selection is a series of steps used to decide whether an applicant is accepted or not based on the qualifications outlined in the job description. In the selection stage, the assessment of prospective employees must be relative to one another, so objectivity is required in setting fair criteria. Selection involves a variety of activities that may vary from one company to another but can generally be grouped into tests and interviews.

Common activities in the selection process include an initial screening of applications (completeness of documents, matching supporting documents with requirements, etc.) and various health tests according to the company's needs. As explained earlier, employee recruitment at PT. Cakra Transindo Utama is done openly. However, the selection process at PT. Cakra Transindo Utama does not follow the same rigorous procedures as large companies. The company only selects high-quality, competent candidates who truly meet the specified criteria. Selection is done by examining candidates' documents and conducting interviews. According to the author's analysis, interviews are conducted by guest house managers to assess the psychology and abilities of prospective employees.

c. Employment Contracts

Employment contracts are often referred to as agreements to perform work, and the term labor agreement is also commonly used. In general, an employment contract is an agreement made between two or more parties. One party promises to provide work, and the other party promises to perform that work.

Results of the Analysis of Changes that Occur in Public Perception of the Stages of Company Plan Activities

- a. Analysis of changes that occur in public perception of business opportunities on average shows a positive perception of these business opportunities—company PT. Cakra Transindo Utama provides facilities and infrastructure in the form of vacant land to be used as a place to sell specifically for residents.

"Since the existence of the company PT. Cakra Transindo Utama in Tanjung Baru I was given a stall to sell around the company without because many workers at the location were eating and drinking at my place" (R 53 years, April 25, 2023)

"Since the existence of the company PT. This Transindo Utama Chakra is relocated to sell outside the company because construction at the location has been running so that my business becomes difficult if I sell outside the company, I have to follow the available stalls that have been provided by the company" (HR 49 years, April 26, 2023) A total of 25 respondents interviewed had a positive perception because the company provides jobs for residents without choosing education status (Enambe, 2015). While 15 respondents had a negative because some respondents considered that they had not provided jobs for residents and only for those who were educated could work in companies.

Tabel 2
Persepsi Masyarakat Terhadap Peluang Usaha

No	Kriteria	Jumlah Responden (Orang)	Persentase %
1	Positif	25	62,5
2	Negatif	15	37,5
	Jumlah	40	100

Sumber: Hasil Olahan Peneliti, 2023

This research is not in line with the company's HR planning, because basically, people in the Muara Belida sub-district have a perception of education. After all, the company provides jobs for the community directly which has an impact on the development of the company so that people in the area give a positive response to the work provided by the company.

- b. Public perception of income level shows an average positive response which means people in Tanjung Baru Village, Muara Belida District, Muara Enim Regency With the existence of the construction of the company PT. This Transindo Utama Chakra can increase community income and local original income (PAD) for village governments because of the availability of jobs provided by the company and direct assistance to surrounding residents affected by development in their areas.

"Since the existence of this company, my income has increased 2 times, usually very few people want to shop at my stall because I am right in the company area where my food stall is built is in demand because there are many workers who eat at my stall" As many as 40 respondents interviewed had a positive perception because of this company, not only those who worked in the company felt an increase in income but the community around the company also felt an increase in income because people built shops, and food stalls could also feel an increase in income (Hindun, 2015).

Tabel 3
Persepsi Masyarakat Terhadap Pendapatan

No	Kriteria	Jumlah Responden (Orang)	Persentase %
1	Positif	40	100

2	Negatives	-	-
	Jumlah	40	100

The results of this study have a positive perception of income due to the availability of jobs provided by the company. at PT. Cakra Transindo Utama and the community also take advantage of the opportunity to open a business by creating canteens or stalls around the company's location so that the income of the community in Tanjung Baru Village, Muara Belida District, Muara Enim Regency increases.

Factors affecting HR planning among affected regions

a. Differences in Regional Demographic Characteristics

The first factor that contributes to the emergence of development disparities among regions is the significant differences in planning to harness human resource potential in each region that borders the stages of company planning. As is known, these differences in regional boundaries have significant impacts. Each region has its characteristics, including population status, culture, and livelihoods. Some areas do not rely on income from companies due to the stages of company development planning. This difference is referred to as Demographic Conditions. Putra & Yuliando (2015) stated that socio-cultural factors are influenced by the similarity of residential areas, kinship relationships, tolerance, social status, economic interests, self-awareness, and education (Riwukore, Habaora, Zamzam, & Yustini, 2021).

Another significant factor that can contribute to development disparities among regions is the presence of significant demographic differences between areas. These demographic conditions include differences in education and health levels, differences in employment conditions, and differences in the behavior and work ethic of the local population. These demographic conditions can influence development disparities among regions because they affect the productivity of the local population. Areas with favorable demographic conditions tend to have higher work productivity, which in turn encourages increased investment, job creation, and economic growth in that region. Conversely, areas with less favorable demographic conditions can result in relatively low work productivity among the local population, making it less attractive for capital investment and leading to lower economic growth in the region (Hindun, 2015).

b. Limited Mobility of Goods and Services

Limited mobility of goods and services can also contribute to increased development disparities among neighboring regions. Mobility of goods and services includes trade activities between regions and both government-sponsored (transmigration) and spontaneous migration. The reason for this is that if mobility is limited, the surplus production of one region cannot be sold to other regions in need.

Similarly, if migration is not smooth, the excess labor force in one region cannot be utilized by other regions that may require it. As a result, development disparities among regions are likely to be high in developing regions where the mobility of goods and services is limited and there are still isolated areas.

c. Concentration of Economic Activities in Regions

The occurrence of a high concentration of economic activities in certain regions will affect development disparities among regions. Economic growth in a region will tend to be faster in areas with a significant concentration of economic activities. This condition will further drive the regional development process through increased job creation and income levels for the local population. Conversely, when economic activities are relatively low in concentration in a region, it can lead to unemployment and lower income levels for the local population. The concentration of economic activities can be caused by several factors.

Firstly, it may be due to the presence of abundant natural resources in certain areas, such as oil, gas, coal, and other minerals. In addition, the availability of fertile land also plays a role, particularly concerning agricultural activities.

Secondly, the even distribution of transportation facilities, including road, sea, and air transportation, also has an impact because economic activities tend to concentrate where a better-quality workforce is available.

d. Allocation of Regional Development Funds

It cannot be denied that investment is one of the most crucial factors determining the economic growth of a region. Therefore, regions that receive a larger allocation of investment from the government or can attract more private investment tend to experience faster economic growth. This condition will also drive the regional development process through the creation of more job opportunities. Conversely, when government and private sector investments in a region are lower, the opposite can occur.

e. Environmental Factors

The influence of environmental factors, both external and internal, can encompass social, cultural, and political aspects. As previously mentioned, the environment has a strong influence on the success or failure of regional development planning programs.

The environmental factors can originate from external or internal sources. External factors typically come from neighboring regions or global influences that affect the national and international scope. Meanwhile, internal factors are influences that arise from within the planning region itself. The elements within these environmental factors can be categorized by the following fields:

1. Social

In nearly every developing country, regional development planning is aimed at efforts to improve the welfare of the population. Ideally, the population should be both the target/object and the actor/subject of planning. This means that social planning has distinct social goals within a development strategy that the community must accept as efforts to achieve the desired ideal conditions.

The process of regional development planning is not easy and requires community involvement in decision-making processes. Active participation, whether direct or indirect, has a positive impact on regional development planning. Conversely, if community participation is neglected while community mobilization is developed, the development process may be hindered or even fail.

2. Culture

Cultural issues that influence the lifestyle habits of the population in a particular region also play a significant role in regional development planning. To achieve the desired goals, regional development planning must consider cultural factors that apply to the local population.

Cultural factors within community groups cannot be ignored when formulating regional development plans that will be implemented through development implementation processes. The importance of this issue has been emphasized by development administrators because it is recognized as one of the critical factors to be considered by development planners.

In many cases, cultural factors are closely linked to social factors, as the connection between the two is very close and challenging to separate. Social community life is greatly influenced by habits that develop within society and evolve into cultural values that are embedded in interactions among community members. On the other hand, cultural values grow from the habits within society that have values and are integrated into the process of social community interactions. Dynamic and evolving interactions among communities, not only within the internal environment but also with the external environment, have led to changes referred to by experts as the development process. Therefore, the development process cannot be detached from the influence of social and cultural factors that develop in community life.

3. Economic

Economic factors are closely related to development issues in addition to other factors. Development experts even believe in the importance of this factor in the development process as a highly determining factor.

This is based on a reality that often occurs in the planning region around this new Tanjung Baru village development, where they generally prioritize economic development highly. Improved economic conditions are expected to provide better opportunities to achieve development goals in other areas. Hence, greater emphasis is placed on economic growth as an indicator of development success. Economic stability is the primary target that must be achieved through the development process because with dynamic economic stability, the development process will succeed, although this cannot be separated from stability in other areas.

Obstacles, constraints, and challenges in human resource planning

To minimize the risk of planning errors, several main obstacles, constraints, and challenges in planning and goal placement must be understood by all levels of management and employees.

1. Obstacles in planning:
 - a. Improper purpose
 - b. Uncomplex and dynamic external environment
 - c. Conditions of competition and social jealousy are increasingly sharp between the affected regions
 - d. Unwillingness to change goals
 - e. Not understanding increasingly dynamic organizations

- f. There is an internal organizational conflict between the company's management and the border communities of the region

2. Overcoming obstacles

One way to overcome planning barriers is to understand the purpose of planning and the goal-setting process. Although it is not one in overcoming problems, it can at least help decision-making. Information systems can also help achieve planning effectiveness. This tool is expected to minimize the level of risk and uncertainty of existing results.

3. Constraints of Human Resource Planning

- a. HR Capability Standards Definite and accurate HR capability standards do not yet exist, as a result, HR capability information is only subjective predictions. This is a serious obstacle in HR Planning to calculate the potential of human resources with certainty, such as energy machine information.
- b. Human beings as living things cannot be fully mastered like machines. This is an obstacle to HR Planning because it is difficult to take everything into account in the plan.
- c. HR Situation The supply, quality, and distribution of the population over the level of expertise possessed and workability that does not support the needs of human resources in the company. This is an obstacle to a good and correct human resource planning process.
- d. Policy on the placement of human resources on the boundaries of affected areas that can cause conflict.

4. Solving Human Resource Planning Constraints

In resolving conflicts over HR planning in the construction of a special coal terminal in this new cape area between the community and the company, namely by persuasive resolution. In the village deliberations on the audition at the village hall, the mediator was the head of Tanjung Baru village, the village head. Kampung Solok and Village Head. Pulokerto In the deliberations, each party was allowed to convey their problems, both from the community who disagreed and from the village government. The deliberations resulted in the following agreements:

- a. Approve and approve the construction of a special coal terminal PT. Cakra Transindo Utama in the Tanjung Baru area follows the guidance of both rules and regulations set by village officials.
- b. Approve and agree on HR planning with a local power capacity of 30% of the company's total needs.
- c. The head of each hamlet is fully responsible for the approval of the development and placement of human resources for their community which is allocated gradually to both the surrounding community and their respective hamlet areas.
- d. If during the construction of a special coal terminal and the recruitment of local workers attempt to hinder and interfere with the implementation of the company's activities, it will be considered as a provocateur and we will report it to the authorities by the applicable legal process.

The criteria for the potential impact that occurs on residents on the opening of job opportunities in the environmental component of the community on the source of impact on labor recruitment are:

1. Recruitment of labor at the construction stage will absorb labor that is prioritized for local workers. This activity is expected to have an important impact on the socio-economic environmental component.
2. The absorption of local labor will have several further impacts on improving the local community and economy. Therefore, these environmental components play an important role in people's daily lives.
3. Recruitment can cause concern in the community if it is not prioritized for local workers.
4. Labor recruitment will refer to applicable laws and regulations so that it is estimated that no rules or policies will be violated and/or exceeded by these impacts

The criteria for the potential impact that occurs on residents on the emergence of business opportunities in the environmental components of the community on the source of impact on labor recruitment are:

1. Recruitment of labor at the construction stage will absorb labor that is prioritized for local workers. This activity is expected to have a further impact on the opening of business opportunities for the surrounding community.
2. The absorption of local labor will have an impact on the opening of business places around the location of activities.
3. Concerns that arise can be caused if the community is not allowed to open business places around the location of activities.
4. Labor recruitment will refer to applicable laws and regulations so that it is estimated that no rules or policies will be violated and/or exceeded by these impacts.

The criteria for the potential impact that occurs on residents on increasing community income on the environmental component of the community on the source of impact on labor recruitment are:

1. The recruitment of workers at the construction stage with the priority of local labor will have an impact on increasing the income of local people
2. The opening of job opportunities and business opportunities is expected to have an impact on improving the community and the local economy. Therefore, these environmental components play an important role in people's daily lives.
3. Recruitment can cause concern in the community if it is not prioritized for local workers.
4. Labor acceptance will refer to applicable laws and regulations, especially on the amount of wages so that it is estimated that no rules or policies will be violated and/or exceeded

Conclusion

Based on the results of research, and analysis conducted in the previous chapter, it can be concluded that 1) Analysis of the Application of Human Resource Management at PT. Cakra Transindo Utama In management activities allow the entire series of activities to be carried out regularly and scheduled Implementation efforts that will be carried out include recruitment, selection, and employment contracts. 2) The results of the Analysis of Changes that occur in Public Perception of HR management carried out by the Company Changes that occur in business opportunities, income, and job opportunities on average show a positive perception. 3) Factors that influence HR planning on company development activities include environmental influences both internal and external from social, cultural, and economic. 4) Employment and community income raise concerns and priorities at the HR planning stage. 5) Management of human resource management (HRM) needs to be done seriously, well, correctly, and appropriately. In general, people in Tanjung Baru Village, Muara Belida District, and Muara Enim Regency have a positive perception and are also responsible for development activities.

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