

Human Capital Plan of PT Catur Manunggal Berjaya Face Cleaning Tissue "Buddies" Product

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DOI: [10.36347/sjebm.2022.v09i05.002](https://doi.org/10.36347/sjebm.2022.v09i05.002)

| Received: 02.04.2022 | Accepted: 10.05.2022 | Published: 20.05.2022

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Abstract

Original Research Article

Cosmetics are currently becoming a trend for adolescents, both boys and girls. The problems encountered by adolescents arise due to the activities they do and also hormonal changes include the emergence of acne, the face feels dull, and decreasing self-confidence. This is because adolescents do not clean their faces regularly. Products, that must use water so that it cannot be done anywhere, packaging that is less masculine, become the forms of reluctance in washing the face. Therefore, BUDDIES products in the form of facial cleansing wipes provide innovative facial cleansers that are not in the form of soap and have flexible packaging so they can be used and taken anywhere. This research is a descriptive qualitative type by describing the strategy of PT Catur Manunggal Berjaya in developing the BUDDIES facial cleansing tissue product. The approach in this study uses an interdisciplinary approach which solves a problem using a review of various perspectives of relevant or appropriate cognate sciences in an integrated manner. The subjects of this study are male adolescents. It is hoped that the human capital strategy of PT Catur Manunggal Berjaya will be able to provide the innovation of BUDDIES facial cleansing wipes to overcome the hormonal instability of the sweat glands in connection with the onset of puberty.

Keywords: Cosmetics industry, BUDDIES, skin care products, adolescents.

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INTRODUCTION

The cosmetic industry has so far shown tremendous growth and development all over the world. It does not only happen in developed countries, but also in developing countries. The conditions for the development and growth of the cosmetics business have offered a good opportunity for anyone interested in this business to offer and market their cosmetic products (Bom *et al.*, 2019).

The Asian cosmetics market as one of the most important cosmetic markets in the world has shown rapid growth, where its value is estimated at 70 billion USD and has succeeded in placing it into the second largest global market after the Western European market (Quoquab *et al.*, 2020). Similar conditions also occur in Indonesia. Quoted from www.statista.com, as part of the Asian market, the Indonesian cosmetic industry is predicted to reach USD 7.5 billion in 2021 and will experience a growth of 6.5% until 2025. It is predicted that the cosmetics business market will still be

dominated by the personal care segment which will reach 3.2 Billion USD or about 43%; skin care products with 2.1 Billion USD; cosmetics with 1.7 Billion USD; and perfume of 0.4 Billion USD. Therefore, it is said that Indonesia has good potential for the cosmetics business, supported by good demographic and socio-cultural factors. According to the results of the 2020 population census, Indonesia has a population of 270.2 million people (Badan Pusat Statistik, 2020). From the total population, 17% of which are adolescents with an age range of 15-25 years.

Adolescents which in the original language are called adolescence are taken from Latin, which means to grow or grow to reach maturity (Sawyer *et al.*, 2018). From this definition, it can be seen that adolescents actually do not have a clear place because adolescents are between children and adults. Therefore, adolescents are often known as the "searching for identity" phase, or what is called ego identity (Denov & Piolanti, 2021). In the ego identity phase, there are several general characteristics of adolescent development, namely

anxiety, conflict, fantasizing, group activity, and the desire to try everything (Rapee *et al.*, 2019).

The emotional development of adolescents above does not occur automatically, but is influenced by several factors, such as physical changes, interaction pattern changes with parents, changes in interactions with peers, changes in external views, and changes in interactions with schools (Mónaco *et al.*, 2019). The occurrence of development in the adolescent phase also has consequences for the special needs of adolescents as well; where there are at least seven special needs, namely the need for affection, the need for participation and acceptance in the group, the need to stand alone, the need for achievement, the need for recognition from others, the need for to be appreciated, and the need to obtain a complete philosophy of life (Alderman *et al.*, 2019).

In line with the need for recognition from others, one of which cannot be separated from the recognition of adolescents from a gender perspective. Teenage girls want to be seen as a woman, and so do teenage boys who want to be seen as a man who has masculine traits (Vizuite-Salazar & Lárez-Lárez, 2021). This condition is inseparable from the appropriateness values that apply in a society that has been compartmentalized. Through this social construction, the impact has brought the necessity for young boys to become strong figures and have leadership qualities. It is not uncommon for boys who are more feminine in nature, to be ostracized from the group of boys who are more masculine. The inability of teenage boys to fulfill the ideal image as a male figure makes them ashamed and insecure. On the other hand, entering adolescence, has an impact on physical changes, one of which is hormonal changes (Bijwaard *et al.*, 2021). The process of hormonal changes can cause problems for adolescents, one of which is acne (*acne vulgaris*) which gets attention for adolescents.

In adolescence, acne occurs due to hormonal changes that stimulate the sebaceous glands (oil glands) in the skin pores, which are not cleaned regularly and in the right way (Bhadra, 2020). Acne prevention can be done in various ways, one of which is by keeping the facial skin clean, which in the process begins with washing your face at least two (2) times a day with a face wash or cleanser. This activity is not fully carried out regularly by adolescents, especially teenage boys.

Many teenage boys pay less attention to how to take care of their faces, because they think that this is identical to women and will reduce their masculinity. This incident often occurs in the activities of teenage boys who are in groups, such as basketball. After doing sports, teenage boys usually change clothes immediately, or if they wash their faces, they only do it quickly using tap water. Another factor that causes a reluctance to wash your face is that current facial cleansing products must use water in the process, so

that their activities cannot be carried out anywhere. Therefore, other problems faced by adolescents are adolescents need water to clean their faces, special places to wash their faces, the product has a fairly large package and is not practical to carry around, the packaging is often found to be leaking. One of the disadvantages of tube packaging is the presence of vulnerable points in the tube neck area which is often exposed to pressure (Malea *et al.*, 2020). This condition causes a leak in the packaging which is usually a small tear. Existing products give a less masculine impression when used in front of friends.

The solution offered to overcome the problems experienced by these adolescents is the BUDDIES product by PT Catur Manunggal Berjaya initiated and founded by Tatang Aripin, Ika Nurul Handayani, Yeni Widiyanti, and Ipandri on June 1, 2020. PT Catur Manunggal Berjaya offers this facial cleansing tissue product under the brand BUDDIES which is taken from English which means friend, or friend. The name "BUDDIES" is considered to be in line with the characteristics of adolescent development, where there are usually several traits shown by adolescents as part of their search for identity. One of these characteristics is group activity, where most adolescents find a way out of their difficulties, conflicts, and confusion after they gather with peers. This product has innovations in its development including product innovation by launching facial cleansing products not in the form of soap or cleansing foam and product packaging innovations in the form of flexible packaging. The main advantage of this product is the practicality of cleaning the face. With this advantage, it is hoped that teenage boys who are the main targets of marketing can accept it so that they can overcome the hormonal instability of the sweat glands in connection with the onset of puberty.

RESEARCH METHOD

The method used in this research is qualitative analysis. Qualitative analysis is carried out on data, written descriptions, and verbal descriptions and then linked them with data, written descriptions, and other verbal descriptions to get clarity about the truth or vice versa so that a new perspective is obtained or strengthened an existing opinion (Yannis & Nikolaos, 2018). This research is included in descriptive research because this research intends to describe or describe an event, namely the human resource plan at PT Catur Manunggal Berjaya with Buddies Products of facial cleansing wipes. The approach in this study uses an interdisciplinary approach.

RESULTS AND DISCUSSION

Human Capital Goals, Goals and Strategies

PT CMB sets the goal of human capital in order to have human resources who are able to carry out the company's vision and mission well. The following shows the purpose of human capital that will be used by PT CMB.

Table 1: Goals of Human Capital Buddies

Short Term Goals
<ul style="list-style-type: none"> • Meeting 100% of the first year's workforce requirements. • 100% of the workforce has the ability according to the company's needs • Ensuring that the company is 100% compliant with applicable labor regulations
Medium Term Goals
<ul style="list-style-type: none"> • Improving employee knowledge and skills through training and development programs running 100% on schedule. • Manpower data management through the HRIS program runs 100%
Long Term Goals
<ul style="list-style-type: none"> • Employee development program through talent management runs 100% • Reducing employee turnover in the 5th year by 3%. • Meeting 100% of the fifth year's workforce needs for market development in 6 areas of the island of Sumatra.

Source: Writing Team, 2021

To support the goals that have been determined above, PT CMB's human capital targets are determined as shown in Table 2 below.

Table 2: Human Capital Target

Buddy's Destination	Buddies Target
Short Term Goals	
<ul style="list-style-type: none"> • Meeting 100% of the first year's workforce needs 	<ol style="list-style-type: none"> 1. Manpower planning has been made and determined 100% before the company operates. 2. Employee request fulfillment process: <ul style="list-style-type: none"> • Maximum 30 days for operator and staff level • Maximum 60 days for Manager level 3. Sales recruitment for the Jabodetabek area and 5 areas on the island of Java for the development of the Buddies product market. 4. Work contract with 2 BA/Influencers for product introduction in market development efforts.
<ul style="list-style-type: none"> • 100% of the workforce has the ability according to the company's needs 	<ol style="list-style-type: none"> 1. 100% employee job desk has been created and assigned 2. Employee Personal KPIs and departmental goals have been created and set 100% 3. Performance monitoring through employee Personal KPI assessment and departmental target achievement is carried out regularly every 3 months.
<ul style="list-style-type: none"> • Ensuring that the company is 100% compliant with applicable labor regulations 	<ol style="list-style-type: none"> 1. Approval of Company Regulations by the Tangerang City Manpower Office, as a reference for Industrial Relations of the company and its employees, a maximum of 3 months after the company starts operating. 2. The Wage Scale Structure has been prepared and reported to the Tangerang City Manpower Office for a maximum of 3 months since the company started operating.
<ul style="list-style-type: none"> • Manpower data management through the HRIS program runs 100% 	<ul style="list-style-type: none"> • At the end of year 1, the management of employee data, recruitment, attendance, payroll and taxes through the HRIS program was implemented 100%.
Medium Term Goals	
<ul style="list-style-type: none"> • Improving employee knowledge and skills through training and development programs running 100% on schedule. 	<ul style="list-style-type: none"> • The training and development program is made on a TNA basis at the end of the year by each 100% share. • Sales team advanced training program in relation to market development and equity in Java in the 3rd year • Implementation of training expert consultant from South Korea to develop employee skills for innovation at least once a year.
Long Term Goals	
<ul style="list-style-type: none"> • Employee development program through talent management runs 100% 	<ul style="list-style-type: none"> • Create a clear succession program and career path for employees at the end of year 5.
<ul style="list-style-type: none"> • Reducing employee turnover in the 5th year by 3%. 	<ul style="list-style-type: none"> • Implementation of a worker satisfaction survey at least once a year • Provision of 2 facilities to accommodate criticism, complaints and suggestions from employees, namely through the suggestion box and internal ombudsman number. • Creating a close and conducive working relationship through coffee meetings twice a month and Family Gathering once a year, to increase employee engagement and togetherness.
<ul style="list-style-type: none"> • Fulfilling 100% of the fifth year's workforce needs for market development in 6 regions of the island of Sumatra. 	<ul style="list-style-type: none"> • Expansion of the sales work area by expanding the scope of work areas for market development in 6 regions of the island of Sumatra, namely Medan, Palembang, Pekanbaru, Lampung, Bengkulu, Jambi.

Source: Writing Team, 2021

Strategy is sometimes described as one of the elements that influence the organization, namely along with organizational values (shared values), operational systems, organizational structure, member capabilities,

management ranks (staffs), and management style. The following is the result of applying the Mckinsey 7S model (Channon & Caldart, 2015) at PT Catur Manunggal Berjaya.

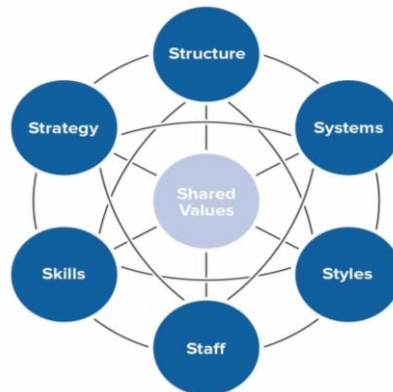


Figure 2: Mckinsey 7S Framework
(Channon & Caldart, 2015)

Table 3: Mckinsey 7S Model Implementation

Mckinsey 7S	Implementation
Shared Value (The value of the company)	<ul style="list-style-type: none"> PT Catur Manunggal Berjaya prioritizes and upholds values such as integrity, innovation and professionalism to achieve the company's vision
Strategy	<ul style="list-style-type: none"> Collaborating with influencers to educate customers and create/develop a facial cleansing product market in the form of a tissue without using water as a rinsing medium that prioritizes innovation and formulation technology.
Structure	<ul style="list-style-type: none"> The organizational structure is designed in accordance with the functions that exist within the company (functional type) with this structure, it can be seen that the work system, communication flow, roles and responsibilities are clear for each individual or division to achieve organizational goals. The structure of the sales & marketing department is divided based on the work areas handled, namely Jabodetabek, Java Island and Sumatra Island with the aim of the sales & marketing team being able to focus on market development strategies in these areas.
Systems	<ul style="list-style-type: none"> Implementation and certification of the ISO 9001:2018 quality management system as a reference in maintaining the quality of the products produced. Implementation and certification of halal assurance system Implementation of Goods Manufacturing Pactice (GMP).
Styles	<ul style="list-style-type: none"> The leadership style applied is transformational leadership, which has a strategic role, is transformational (visionary), professional, has integrity and communicative competence and is oriented to long-term interests. The leadership style of managers applies two-way communication, namely the leader does not only want to be heard but is willing to accept input from workers' ideas in accordance with the values of turning ideas into innovations for the long-term interest.
Staff	<ul style="list-style-type: none"> The company sets certain requirements for prospective employees (such as minimum education and work experience) and conducts a strict and transparent recruitment process, namely through file selection, written and psychological tests, interviews and medical check-ups so that candidates are found that match the company's values. In terms of supporting the market development strategy, the company recruited sales & marketing staff to handle sales and marketing in the Jadebotabek area in the first year, the Java island area in the third year and the Sumatra region in the fifth year.
Skills	<ul style="list-style-type: none"> Creation of employee training and development programs, including refreshment training and soft skills training (Training expert from South Korea) Sales team advanced training program in relation to market development and equity in Java in the 3rd year

Source: Writing Team, 2021

Corporate Culture

Corporate culture is the basis for acting an individual in the organization. Therefore, corporate culture has a strong influence on the behavior of all employees, so that corporate culture will also play a

major role in influencing the company's ability to regulate its strategic direction (Gorton *et al.*, 2021).

A. Artifact

(Shanafelt *et al.*, 2019) states that artifacts include all the phenomena seen, heard, and felt when meeting a new group with a foreign culture. Artifacts include visible group products, such as the architecture of the physical environment, its language, technology and products, artistic creations, styles in clothing, stories, rituals, etc. PT Catur Manunggal Berjaya will use a modern room layout design complete with contemporary interiors, and Buddies products, facial cleansing wipes also put forward the tagline "Praktis Gak Bokis" which is easy for the public to remember, which illustrates that Buddies products are very practical in use but still provide maximum benefits of facial cleanser even without using water.

1. Company Logo

The company logo of PT Catur Manunggal Berjaya uses the symbol and philosophy of the clover leaf. The clover leaf, which consists of four petals, not only represents the four founders who worked together to achieve success, but also symbolizes the philosophy of "shamrock" which is believed to bring good luck and happiness. Each leaf of the Four-Leaf Clover symbolizes Trust, Hope, Love, and Luck (Ladenburger, 2020).



PT CATUR MANUNGGAL BERJAYA
Keep You Fresh and Healthy

Figure 3: PT Catur Manunggal Berjaya Company Logo

2. Work uniform

Work uniforms used by employees of PT Catur Manunggal Berjaya is a work uniform designed and made with comfortable materials for the comfort of all employees while working. The work uniform uses a combination of gray and dark blue colors according to the color of the Buddies product packaging. The use of the same uniform is required for all levels, which shows the value of equality for all employees so that no barriers are created between employees, and the use of this uniform shows an attitude of employee compliance, where all employees are required to comply with existing regulations, this provision applies to all employees. The use of uniforms can also show the credibility of each employee.

3. Office Space Layout

The arrangement of BUDDIES office layout is grouped based on their respective work departments so as to facilitate the coordination of employees within one department or between work departments. The department manager and the staffs work in the same room without specifying the manager is placed in a separate room; it aims to create a blended work atmosphere, facilitate communication, and socialization. This design prioritizes a relaxed but productive work atmosphere, so that every individual who works can feel that he has an equally important role in the team.

B. The value of the company

According to (Lämsä *et al.*, 2019), values are organizational structures and processes that are visible but difficult to decipher. These values are deliberately socialized and instilled in all members of the organization. These values become the moral and behavioral guide for the organization. The company values owned by PT Catur Manunggal Berjaya are in the following table.

Table 4: Company Value of PT. Chess Unity Success

Buddy Value
Integrity
Prioritizing honesty in work, transparency and in accordance with existing norms.
Innovative
Continuing to think and act that prioritizes innovation in order to produce products that are useful and according to the needs of the wider community.
Professional
Reliable in doing the best for the job and the company, both as a team and individually.

Source: Writing Team, 2021

C. HR Assumption

The assumption of the company according to Schein (Kielbasa, 2021) is that beliefs, perceptions, thoughts that are not realized taken for granted are the main source of values and actions. The assumption of HR is the level of organizational culture that exists in

all members of the organization. This HR assumption underlies the behavior of organizational members every day. To achieve the company's vision and in accordance with the values of Buddies, the assumptions of the company are as follows.

Table 5: Assumptions of HR PT. Chess Unity Success

Mark	HR Assumption
Integrity	Prioritizing employee attitudes that are transparent, honest and always comply with applicable norms, including prohibiting practices that take personal advantage such as bribery, abuse of office and extortion. Strict sanctions will be given to all employees at all levels, from warning letters, layoffs to legal channels. Rewards will also be given to those who uphold this value. The integrity program is carried out through training and captured by the suggestion box and the ombudsman team's telephone number.
Innovative	The innovation program is not always about the final product produced, but also innovation in the production process, innovation in the implementation of work and innovation in marketing methods, so as to produce good input for the company. Therefore, to get input related to the program, this innovation, the company conducts a routine program called innovation day award, which is conducted every 6 months, where management selects the best innovation input from employees and gives appreciation for the input. Apart from accessing links, employees can also input innovations/suggestions through the existing suggestion box.
Professional	A thorough evaluation of employee performance is carried out at the end of each year, based on the goals of each department, in order to see the extent to which employees are professional in their work.

Source: Writing Team, 2021

Organizational structure

The organizational structure is a hierarchical line that describes the components that make up the company (Auchter *et al.*, 2018). Where each individual or HR within the scope of the company has their respective positions and functions.

The organizational structure helps employees see the division of work, as well as how different

functions or activities can be well coordinated. In addition, with this structure, it can be found some of the roles of a job, the flow of orders, and the submission of reports. This structure is an important component that must exist in the organization that includes the division of tasks and responsibilities of each individual, which aims to avoid overlapping individual powers and responsibilities. PT Catur Manunggal Berjaya built the following organizational structure.

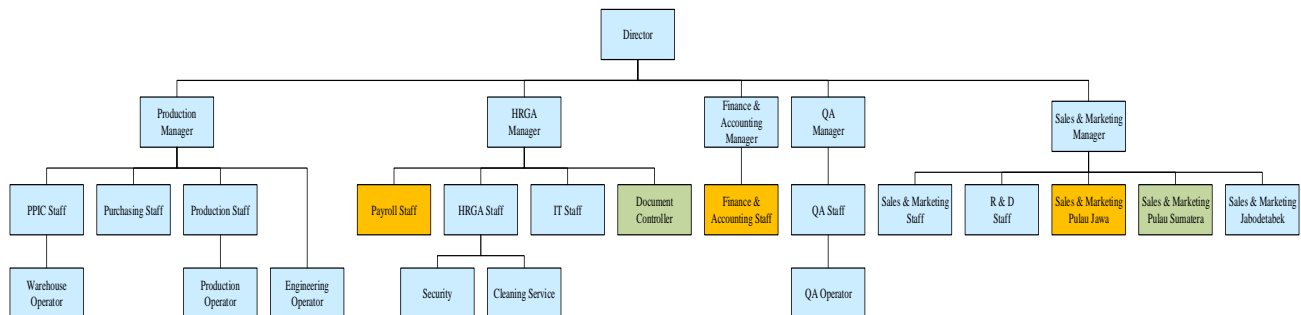


Figure 4: Organizational Structure of PT. Chess Unity Success
(Source: Writing Team, 2021)

Information:

- Short term
- Mid-term
- Long term

Human Capital Planning

HR Planning of PT Catur Manunggal Berjaya is carried out through the process of forming a key team that has competence according to the company's needs. HR planning is needed for PT Catur Manunggal Berjaya, which is one of the startup companies, wants to develop into a large-scale business. There are no specific limits or rules for human resource management, so that the company can be flexible in adjusting the management system applied.

A. Estimated Number of Employees

To determine the ideal number of employees in the company, PT Catur Manunggal Berjaya makes a plan for employee needs for the next five years. The planning can be in the form of Man Power Planning (MPP) or with plans for short-term and long-term goals written as follows.

Table 6: Number of CMB Employees up to 5 Years

Position	Unit	Year				
		1	2	3	4	5
Director	People	1	1	1	1	1
production manager	People	1	1	1	1	1
Production Staff	People	1	1	2	2	2
PPIC staff	People	1	1	1	2	2
Purchasing Staff	People	1	1	1	1	2
Production operator	People	3	4	9	10	12
Warehouse Operator	People	3	3	6	7	8
Engineering Operators	People	1	1	3	3	3
HRGA Manager	People	1	1	1	1	1
HRGA staff	People	1	1	1	1	1
Payroll Staff	People	0	0	1	1	1
IT staff	People	1	1	1	1	1
Document Control Staff	People	0	0	0	0	1
Cleaning Service	People	3	3	3	3	3
Security	People	6	6	7	7	10
Account Finance Manager	People	1	1	1	1	1
Accu Finance Staff	People	0	0	1	1	1
QA Manager	People	1	1	1	1	1
QA staff	People	1	1	2	2	2
QA Operators	People	3	3	6	6	6
MKT Sales Manager	People	1	1	1	1	1
MKT Sales Staff	People	6	6	6	6	6
R&D staff	People	2	2	3	4	4
Marketing Support	People	2	2	2	2	2
Total		41	42	61	65	73

Source: Writing Team, 2021

B. Recruitment Scheme

In the process of recruiting prospective employees, PT Catur Manunggal Berjaya conducts the recruitment process in 2 ways, which are direct and indirect recruitment.

1. Direct recruitment is the recruitment process in which is carried out directly by the company's HRGA team, starting from analyzing employee needs through manpower request forms, determining candidate requirements, opening job vacancies (via job seeker applications, internet media and social media), file selection, written test, psychological test, interview and negotiation process, practical test (if needed), medical checkup, to the employee recruitment process and induction. Direct recruitment is usually carried out for prospective employees with certain competencies. It is hoped that they will become key persons who are competent workers who support the company, of course, the facilities and work status will also be different from recruitment through outsourcing services.
2. Indirect recruitment is when the company's HRGA team only carries out the process of analyzing employee needs and determining candidate

requirements, while the next process is carried out by a third party, namely an outsourcing company that provides labor. Indirect recruitment is carried out to select prospective employees who do not require special abilities, such as general staff, cleaners and other supporting staff. The advantage is that the company is not burdened with status provisions related to the employee's instrial relationship because these obligations are the responsibility of the outsourcing company. The employees of PT CMB with PKWT Outsourcing status are security, cleaning service, marketing & sales staff and marketing support.

In terms of recruiting sales employees to support market development strategies in 5 areas on the island of Java, namely Banten, West Java, Central Java, Yogyakarta and East Java, as well as 6 areas on the island of Sumatra, namely Medan, Palembang, Pekanbaru, Lampung, Bengkulu, Jambi namely carried out directly by HRGA PT CMB with PKWT status for 2 years and will be evaluated periodically according to its achievements. In general, the following is a flowchart of the recruitment process for PT Catur Manunggal Berjaya.

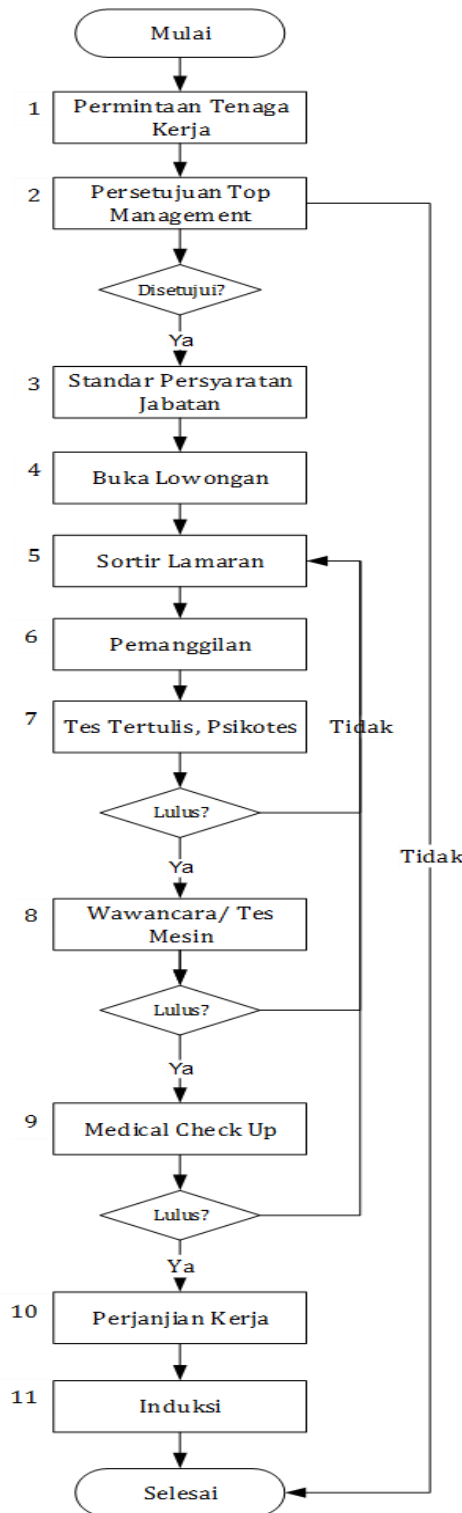


Figure 5: CMB Employee Recruitment Flowchart

C. Training and Development Strategy

The importance of employee training is carried out with the aim that employees have the knowledge, abilities and skills in accordance with the demands of the work they do. Advances in science and technology clearly affect a company, with proper HR training and development, it can have a good effect on employees. Thus, the employees of PT Catur Manunggal Berjaya

really need to increase their skills. Training programs are created and evaluated annually through the training needs analysis stage and then standardized in the annual training schedule, training needs are usually based on developments in government regulations, management system requirements applied, customer requirements and also based on the results of employee job evaluations.

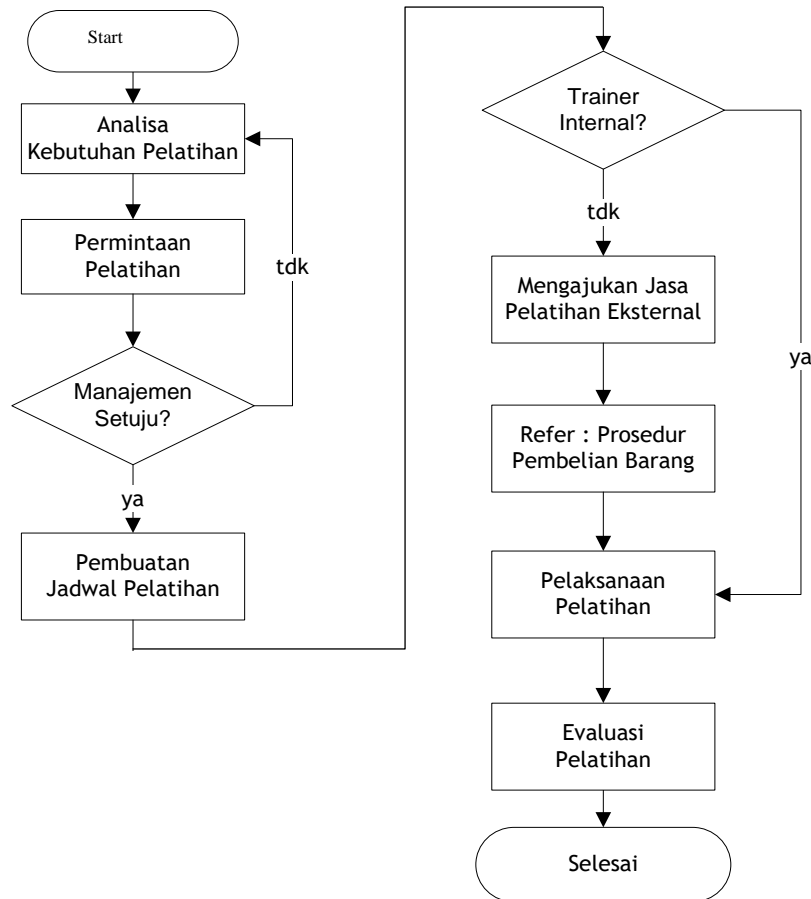


Figure 6: CMB Employee Training Flowchart

D. Career Development Scheme

PT Catur Manunggal Berjaya has designed and established a career development system in accordance with the applied management system. The career direction of the employees who have joined, of course, is to get a better career, as for the provisions for career development at PT. Chess Manunggal Berjaya is defined as follows.

1. Appointment of Permanent Employees

Every employee has the same rights in developing his career in the company; this must be supported by the results of a good work assessment and the available opportunities. Job appraisal is based on 3 aspects, such as work performance, work discipline, and employee tenure. Employees who work can be upgraded to permanent employees. Permanent employees can be appointed after the employee undergoes a 3-month probationary period or after an evaluation of a certain time work agreement (PKWT) which has been extended 2 times.

2. Transfers, Promotions, and Position Demotions

Companies can carry out promotions to employees who are considered to have competencies

that are in accordance with the needs of a position, can also demotion employees who occupy certain positions and are considered unable to provide maximum work performance according to company targets, and can also transfer employees in accordance with company needs. These transfers, promotions and demotions are certainly not carried out without a clear assessment process involving the superiors of each employee.

E. Compensation System and Other Benefits

The compensation system provided by PT Catur Manunggal Berjaya is divided into 2, which are financial and non-financial compensation.

1. Financial Compensation

PT Catur Manunggal Berjaya determines that the salary is determined on the basis of a mutual agreement between the company and the worker concerned in the work agreement, taking into account the education, work experience, and tasks assigned to the employee. The salary scale is made by the HRGA Manager and approved by the Director of course still in accordance with applicable regulations. The compensation provisions are regulated as follows.

Table 7: Financial Compensation of PT. Chess Unity Success

Wage Component	Regulatory Basis
Salary Structure	1. Decree of the Minister of Manpower of Trans RI Number 1 of 2017 concerning Wage Structure and Scale.
Minimum Salary Rp. 4,285,799/month	1. Decree of the Governor of Banten Number 561/Kep.280-Huk/2021 concerning the Determination of the Minimum Wage for Banten Province in 2022 2. Government Regulation Number 36 of 2021 concerning Wages
Holiday Allowance (THR)	• Permenaker Number 6 of 2016 concerning Religious Holiday Allowances for Workers/Labourers in Companies
Overtime Wage	1. Government Regulation Number 35 of 2021 concerning Work Agreements for Certain Time (PKWT), Outsourcing, Working Time, Work Relations and Rest Time, and Termination of Employment (PHK) Article 26 paragraph 1.
BPJS of Employment Contribution Based on the Employee's Basic Salary • JHT Contribution: 2% Employees & 3.7% Company • JP Contribution: 1% Worker & 2% Company • JKM Contribution: 0.3% Company • JKK Contribution: 0.89% Company • Job Loss Guarantee (JKP)	1. Government Regulation of the Republic of Indonesia Number 46 of 2015 concerning the Implementation of the Old Age Security Program 2. Government Regulation of the Republic of Indonesia Number 45 of 2015 concerning the Implementation of the Pension Guarantee Program 3. Government Regulation of the Republic of Indonesia Number 44 of 2015 concerning the Implementation of the Work Accident Insurance and Death Benefit Program 4. Government Regulation of the Republic of Indonesia Number 37 of 2021 concerning the Implementation of the Job Loss Guarantee Program
BPJS Health Contribution of 1% Employee & 4% Company.	1. Law Number 24 of 2011 concerning Social Security Administering Bodies 2. BPJS Health Regulation Number 5 of 2020 concerning the Second Amendment to BPJS Health Regulation Number 6 of 2018 concerning Administration of Health Insurance Program Participation

2. Non-Financial Compensation

Non-financial compensation includes a clear career path, a good work environment complete with supporting facilities, leave rights, sabbaticals, training opportunities and family gatherings that are regularly held to strengthen the bond between employees.

F. Job Evaluation

Job evaluation is an employee performance appraisal system based on established regulations by comparing work results with work targets that have been set for a certain period. In addition to conducting job evaluations every 3 months through departmental targets, job evaluations are also carried out annually through employee personal KPIs. Individual performance appraisal is carried out with a 360° system where the employee appraisal process is not only assessed by superiors, but also assessed by colleagues, subordinates, and themselves, so that by means of this

assessment, it is hoped that the points that are the strengths or weaknesses of workers can be seen.

G. Work termination

Regarding the provisions for layoffs, the Company refers to the Government Regulation of the Republic of Indonesia (PPRI) Number 35 of 2021 concerning certain time work agreements, outsourcing, work and rest periods, and termination of employment. The company will pay employee severance pay, gratuity, compensation, and severance pay in accordance with the provisions of Article 40 paragraphs 1, 2 and 3 on the grounds of termination of employment in accordance with the provisions of Articles 42, 43, 44, 45, 46, 47, 49, 50, 51, 52, 54, 55, 56 and 57 PPRI Number 35 of 2021.

HR Cost Projection

The HR budget is related to the monthly salary that will be received by employees. Details of HR costs can be seen in the following table.

Table 8: Estimated Monthly Salary of CMB Employees

Wage Component	OB/Security	Operator	Staff	Manager	Director
Basic salary	Rp. 4,285,799	Rp. 4,285,799	Rp. 5,000,000	Rp. 10,000,000	Rp. 15,000,000
Presence Premium	-	Rp. 10,000/day	Rp. 10,000/day	-	-
Positional allowance	-	-	-	Rp. 2,000,000	Rp. 2,000,000
Q. Meal Money	Rp. 8.000/day	Rp. 8.000/day	Rp. 8.000/day	Rp. 8.000/day	Rp. 8.000/day
Q. Transport Money	Rp. 10,000/day	Rp. 10,000/day	Rp. 10,000/day	Rp. 15,000/day	Rp. 15,000/day
THR	1x GP	1x GP	1x GP	1x GP	1x GP
Yearly bonus	1x GP	1x GP	1x GP	1x GP	1x GP
Overtime	(Max. 18 Hours/week)	(Max. 18 Hours/week)	(Max. 18 Hours/week)	-	-
BPJS of Employment	Rp. 209,576/month	Rp. 209,576/month	Rp. 344,500/month	Rp. 689,000/month	Rp. 1.333.500/month
BPJS Health	Rp. 171.432/month	Rp. 171.432/month	Rp. 171.432/month	Rp. 171.432/month	Rp. 171.432/month

Table 9: CMB HR Budget

In Thousands	Year 1	Year 2	Year 3	Year 4	Year 5
Direktur	180.000.000	198.000.000	217.800.000	239.580.000	263.538.000
Manager Produksi	120.000.000	132.000.000	145.200.000	159.720.000	175.692.000
Staff Produksi	60.000.000	66.000.000	108.900.000	159.720.000	175.692.000
Staff PPIC	60.000.000	66.000.000	72.600.000	159.720.000	175.692.000
Staff Purchasing	60.000.000	66.000.000	72.600.000	79.860.000	175.692.000
Operator Produksi	154.288.764	226.290.187	560.068.213	684.527.816	903.576.717
Operator Gudang	154.288.764	169.717.640	373.378.809	479.169.471	602.384.478
Operator Engineering	51.429.588	56.572.547	186.689.404	205.358.345	225.894.179
Manager HRGA	120.000.000	132.000.000	145.200.000	159.720.000	175.692.000
Staff HRGA	60.000.000	66.000.000	72.600.000	79.860.000	87.846.000
Staff Payroll	-	-	72.600.000	79.860.000	87.846.000
Staff Document Control	-	-	-	-	87.846.000
Staff IT & MR	60.000.000	66.000.000	72.600.000	79.860.000	87.846.000
Cleaning Service	154.288.764	169.717.640	186.689.404	205.358.345	225.894.179
Security	308.577.528	339.435.281	435.608.610	479.169.471	752.980.598
Manager Finance Acc.	120.000.000	132.000.000	145.200.000	159.720.000	175.692.000
Staff Finance Acc.	-	-	72.600.000	79.860.000	87.846.000
Manager QA	120.000.000	132.000.000	145.200.000	159.720.000	175.692.000
Staff QA	60.000.000	66.000.000	145.200.000	159.720.000	175.692.000
Operator QA	154.288.764	169.717.640	373.378.809	410.716.690	451.788.359
Manager Sales Marketing	120.000.000	132.000.000	145.200.000	159.720.000	175.692.000
Staff Sales Marketing	360.000.000	396.000.000	435.600.000	479.160.000	527.076.000
Staff R&D	120.000.000	132.000.000	217.800.000	319.440.000	351.384.000
MS Support	108.000.000	118.800.000	130.680.000	143.748.000	158.122.800
Premi Hadir	78.000.000	81.000.000	133.500.000	147.000.000	162.000.000
Tj. Jabatan	144.000.000	144.000.000	144.000.000	144.000.000	144.000.000
Tj. Uang Makan	98.400.000	100.800.000	145.200.000	156.000.000	175.200.000
Tj. Transport	106.080.000	109.080.000	164.580.000	178.080.000	202.080.000
Insentif Sales	60.000.000	66.000.000	72.600.000	79.860.000	87.846.000
Entertain	90.000.000	99.000.000	108.900.000	119.790.000	131.769.000
BPJS TK	186.385.674	208.922.089	312.350.795	366.774.553	446.685.405
BPJS Kes	108.206.487	121.290.037	181.335.730	212.931.526	259.323.892
THR	225.430.181	252.687.578	380.807.771	443.607.345	540.258.109
Bonus Tahunan	-	-	380.807.771	443.607.345	540.258.109
Pelatihan	68.000.000	12.000.000	50.000.000	50.000.000	50.000.000
Rekrutmen	12.000.000	12.000.000	12.000.000	12.000.000	12.000.000
Employee Gathering	-	-	30.000.000	30.000.000	30.000.000
Kompensasi PKWT	68.572.191	75.429.410	88.158.168	96.973.985	125.495.898
Management Fee 8%	37.029.303	40.732.234	49.783.841	54.762.225	78.309.982
Grand Total	3.987.266.008	4.355.192.285	6.787.417.326	7.858.675.117	9.468.323.707

CONCLUSION

PT Catur Manunggal Berjaya develops the product Facial Cleansing Wipes "BUDDIES" in order to overcome the problems caused by hormonal changes in teenage boys. The Human Capital strategies used by PT Catur Manunggal Berjaya include:

a. establishing human capital goals, objective,s and strategies,

- determining the corporate culture that will be implemented, including artifacts, values, and believe,
- developing an organizational structure including the roles and duties of the established departments,
- planning PT Catur Manunggal Berjaya's human capital in the form of employee recruitment, employee training and development, employee career development schemes, compensation system, job evaluation, and job termination, and

- e. human capital cost projection includes the number of HR and annual HR costs.

The HR planning section at PT CMB provides a big picture in the structure and product development of Facial Cleansing Wipes “BUDDIES” which provides new innovations for adolescent problems.

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