

**HUMAN RESOURCES MANAGEMENT STRATEGY WITH  
INDIVIDUAL DEVELOPMENT PLAN APPROACH AND FAIR  
REMUNERATION TO REALIZE EMPLOYEE SATISFACTION AT PT  
COSMO TECHNOLOGY**

**Oktavina Susanti Kanday**

Faculty Of Administrative And Humanior Sciences,  
Muhammadiyah University of Sukabumi,  
[vina.susantikanday@gmail.com](mailto:vina.susantikanday@gmail.com);

**Darmo H. Suwiryo**

Faculty Of Administrative And Humanior Sciences,  
Muhammadiyah University of Sukabumi,  
[darmo1959@gmail.com](mailto:darmo1959@gmail.com);

**R. Deni Muhammad Danial**

Faculty Of Administrative And Humanior Sciences,  
Muhammadiyah University of Sukabumi,  
[rdmdanial043@ummi.ac.id](mailto:rdmdanial043@ummi.ac.id);

**ABSTRACT**

The HR department is required to be active and innovative in taking part in managing company assets in the form of active human resources so that they can make a significant contribution to company profit growth. Today's human resources are seen no longer as merely an obligation but an asset that needs to be developed as a gain or capital. A new challenge for the world of HR because the implementation of the wrong HRM strategy will result in an organization not growing. There is a new paradigm, namely Human Resources has been transformed into Human Capital where the job of an HR is who has to develop strategies in the midst of global competition in the form of Talent Sortage and Talent War. So in this study the strategy used is to increase employee satisfaction through Individual development plans and fair remuneration, so that employees can create Eitengee Dageifako. this research can create a strategy that is relevant to the Individual development plan approach and fair remuneration in the company. From the research conducted, the researcher can compile an individual development plan road map and also find the X, Y, Z generations in the company who want involvement and recognition to achieve job satisfaction through a value proposition that is arranged. Meanwhile, for fair remuneration the researcher makes a job evaluation strategy using the Compasible factor with a composition of 35% Know How, 30% problem solving, and 35% responsibility, so the researchers got 7 grades in the preparation of the wage scale structure, besides that in the salary survey on the labor market the results of the calculation strategy can

be said to be competitive so that the remuneration results are fair and attractive so that it is attractive to both internal and external talent.

**Keywords:** *Human Resources Strategy, Individual development plan, Fair remuneration.*

## A. INTRODUCTION

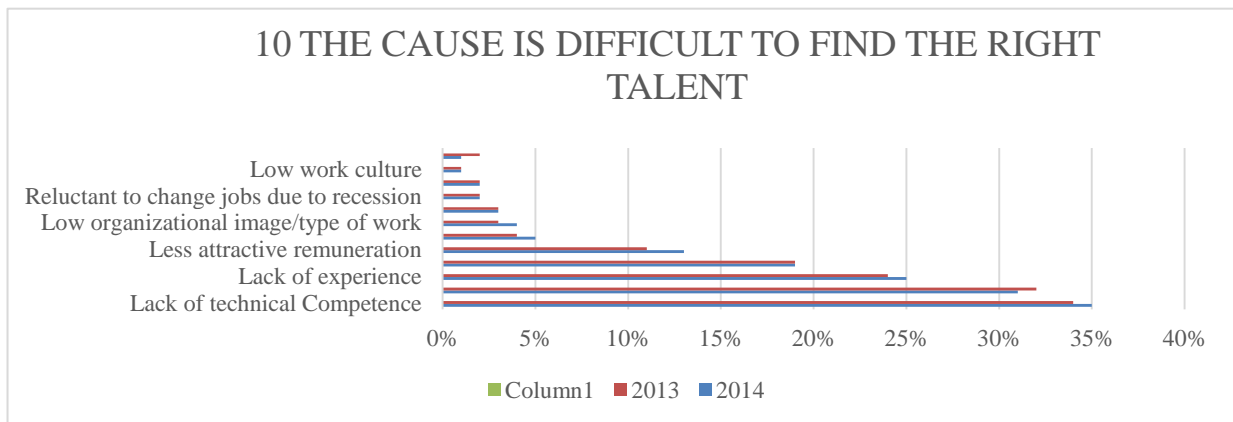
In the midst of the era of disruption, the entry of millennials, namely Gen X and Gen Z in the pyramid of job seekers is in fact a new challenge for the world of *human resources*. The company's need for *technology* acceleration makes these generations feel they have the upper hand because they are considered to be more proficient in *technology* than previous generations. (Amelia, 2022). However, the presence of this millennial group with various information *technology* capabilities and free communication ethics no longer heeds the eastern culture that is thick with values and boundaries, they want freedom at work and are free to interrupt, such as questioning certain authorities, policies within the company and others so that they can be adjusted to their perspective. (Melia, 2022)

Ernest & Young LLP 2021 noted that gen Z and gen X have a tendency for *work-life balance* in their career choices so that *Human Resources* practitioners need a lot of adjustments - adjustments to these work patterns. Because it cannot be denied that the millennial generation is the generation that dominates employment today based on data sources (BPS, 2020).

Another reality is that today many companies are competing to get the best *talent* amidst uncertainty about the desires of these *talents for the* description of the world of work they want. Are companies able to manage superpriority *talents* but with *moody* characteristics or *employees* with ordinary abilities but tend to be more manageable.

The next challenge is that nowadays companies are starting to have a global awareness of the importance of handling *workforce shortages* so that competition becomes very fierce. In its article, Bloomberg Business Week said that the *workforce shortage* situation in 2020 / 2030 will get worse. In the US, sectors that will experience *workforce shortages* include the *real estate* industry, healthcare and education. Meanwhile, what about in Indonesia? Jakarta Globe 2014 predicts that in 2020 Indonesia will also experience the same thing. Manpower 2014 states that the *talent shortage* that continues to this day in a number of countries including Indonesia as a result of a lack of competence and the spread of companies in different geographical areas and the low image of the company causes the *gap* between the need for qualified *talent* and the availability in the labor market to widen. This is in line with the Global CEO survey conducted by PwC in 2013 which suggested that 57 percent of CEOs in Asia felt a *skill shortage* among managers. This clearly illustrates the fact of the lack of *talent* availability. So it is found that there are 10 causes of the difficulty of finding *talent* that suits the needs of the company today, including the following:

**Graphics 1 Causes of difficulty in finding the right Talent**



Source Manpower 2014 in (Amelia, 2022)

The occurrence of a global pandemic has also impacted the skills pandemic, namely the importance of hiring *talents* who have collaborative abilities and resilience to adapt to dynamic environmental conditions.

Hays salary guide survey 2013 in (Melia, 2022) that 93% of companies recognize the importance of handling the *talent shortage* considering the impact it will have on overall company performance. Due to the gap between qualified *talent* and substandard *talent*, the company must compete to make attractive salary formulations and above the average inflation value. The limited number of highly competent *talents* leads to increased employee *turnover*, increased salary compensation, widening wage differences and so on.

The term *talent war* was first introduced by Steven Hankin in 1997 which was later popularized by a book entitled *The War for Talent*, which is a situation where companies face fierce competition in hiring *the best right talent*. (Amelia, 2022). The variety of challenges in managing the *talent supply chain* starts from how companies get quality talent in the *recruitment*, training and development process and maintain these quality talents. It is not uncommon for many companies to complain about the following things summarized by the researcher in an interview session with several companies in the HR association focus group discussion in Sukabumi:

1. It is difficult to find qualified *talent* that meets the company's needs.
2. Talents who easily leave and enter the company even though the company has invested funds in the recruitment, training and development process.
3. It is difficult to retain qualified *talent* in the midst of attractive remuneration competition with competitor companies.
4. Because high *turnover* will make it difficult for companies to form the desired organizational culture.

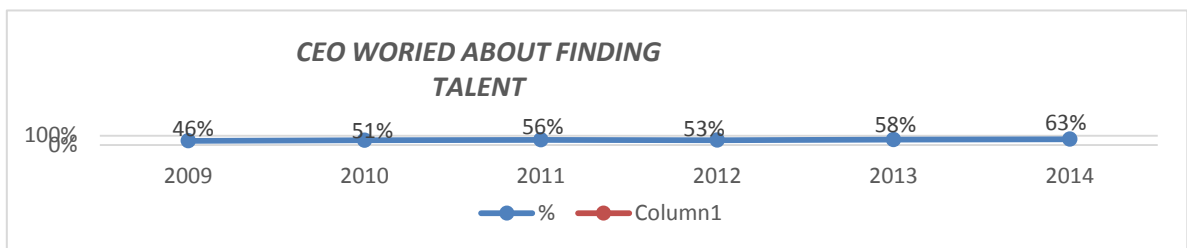
However, it is inevitable that the company remains in the position of needing these *super talents*, considering that by hiring *super talents* the company will achieve *double* or even *triple productivity* because *super talents* are able to complete *very high complexity jobs* rather than *talents* who have ordinary abilities. This was first put forward by Herman Aguinis and Ernest O'Boyley Jr. in his book

entitled "*The Best and the Rest: Revisiting the Norm of Normality in Individual performance*".

The realization that human resources are not just a cost burden but an important economic resource for companies makes HR practitioners compete for *super talents* with various HRM strategies that are arranged, which include offering various attractive things for prospective employees to join the company such as attractive remuneration, good career paths, challenges in work and so on. The strategy is intended not only for prospective employees but also for employees who are still working in the company so that there is an attachment to the company and does not move to *competing* companies. If HR practitioners are wrong in making relevant strategies, this will certainly have an impact on the organization as a whole.

This anxiety is also felt by CEOs around the world that the scarcity of *talent* is a new challenge for the industrial world where a survey conducted by PwC 2014 shows the following data:

**Graphics 2 CEO Worried About Finding Talent**  
**Source PwC 2014 in (Amelia, 2022)**



The occurrence of the 2019 pandemic when many companies restructured employees so that the labor market was flooded with the availability of labor, but can this be said to be a *surplus of talent*? but the reality is that *talent shortages* and *key skill scarcity* are still felt (Amelia, 2022).

The next question is how to win the current *Talent War* and how do national and multi-national companies cultivate strategies to obtain and retain their *talents*? Of course, this requires a qualified HRM strategy from an HR manager as the top policy maker for human resource management.

As done by Walmart, which sees that one of the characteristics of its employees who are generation X and Y is the need for recognition, namely making a *top talent platform* where the forum is used as a discussion and *brainstorming* forum for companies to gain profits. This proves that Walmart seriously provides a stage for its employees to actively contribute to the progress of the company and on the other hand these employees feel recognized for their existence, so that all employees are competing to enter the *platform*.

Meanwhile, in the company where the research was conducted, human resource management was initially felt to be very rigid and monotonous. So that company profits are also felt to be stagnant in certain phases. Coupled with global challenges in the form of the Covid 19 pandemic where companies are asked to survive amid global economic uncertainty. The impact of the recession has also

begun to be felt by the company so that from the perspective of researchers the company has a lot of obstacles in the field, namely as follows:

1. The number of workers is still insufficient
2. Lack of experts
3. *Turnover* is still high
4. Employee motivation and morale are still low
5. No clear career path
6. Wage scale structure is not yet relevant
7. No customized training and learning
8. No reward system for achievements or bonuses
9. Materials that are still imported
10. *Reject rate* is still high
11. No local purchases
12. Imported goods arrive late
13. Frequent machine *downtime*
14. Imported machine parts
15. Frequent power outages
16. Spare parts are expensive and difficult

And there are many more problems faced by the company, so that from the brainstorming that top management does, classify these problems into a tool, namely the fishbone diagram or fishbone diagram initiated by Prof. Isikawa from Japan. So that from the problems that occur can be seen easily the root cause of the problem and its impact on the company.

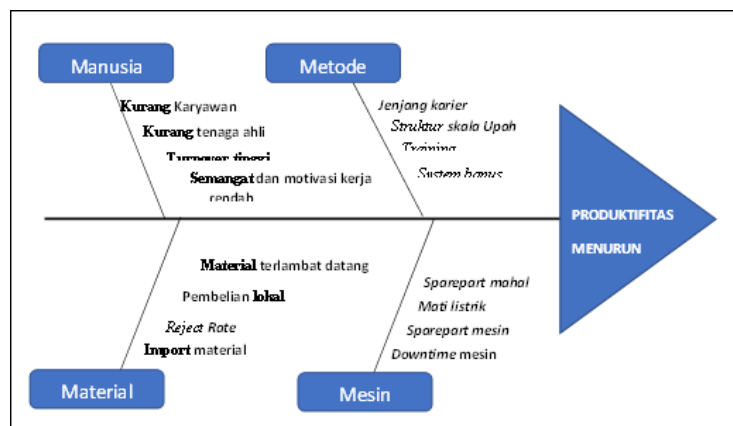


Image 1 Fishbone diagram Source of *brainstorming* 2022

All the problems that occur cause productivity to decrease, which are caused by humans, methods, materials and machines, however, the company has not been able to find out the root cause of the problem why productivity can decrease due to the factors mentioned above, so researchers use the 5 why method or ask 5 times why against existing problems until there are no more questions from the cause of the problem, this 5 why analysis helps researchers reveal the root cause of the problem, because by finding the root cause of the problem it is hoped that the same problem will not reoccur. (Sinek, 2021)

**Table 1 Why Analyze Human Factors**

| No. | Contributing factors | Step Analysis | Why Analyze                            |   |
|-----|----------------------|---------------|--|---|
|     |                      |               | Problem                                | Causes  |
| 1   | Human                | Why 1         | Lack of power work                     | Less applicants   |
|     |                      | Why 2         | Why applicants are lacking             | Need experts  |
|     |                      | Why 3         | Need experts                           | Because of the power many experts <i>resign</i>                                   |
|     |                      | Why 4         | Why many experts are <i>resigning</i>  | Lack of motivation and morale   |
|     |                      | Why 5         | Why experts lack motivation and morale | In the absence of relevant learning methods and an attractive pay scale structure |

Source of employee brainstorming in by yourself in 2022

**Table 2 Why factor analysis method**

| No. | Contributing factors | Step Analysis | Why Analyze  |   |
|-----|----------------------|---------------|--|---|
|     |                      |               | Problem  | Causes  |
| 1   | Methods              | Why 1         | No career path   | There is no appropriate position structure based on RACI.     |
|     |                      | Why 2         | Why is it necessary to create a position structure based on RACI               | To create a relevant pay scale structure and learning program |
|     |                      | Why 3         | Why a relevant pay scale structure and a relevant learning program are needed. | Because there is no   |
|     |                      | Why 4         | Why there is no relevant pay scale structure and relevant learning program yet | The company has not supported and prioritized the strategy    |

|  |  |       |  |  |
|--|--|-------|--|--|
|  |  | Why 5 | Why the company has not supported and prioritized the strategy | There is no relevant method to create a relevant pay scale structure and customized learning programs. |
|--|--|-------|--|--|

Source of employee brainstorming in by yourself in 2022

**Table 3 Why machine factor analysis**

| No. | Contributing factors | Steps Analysis | Why Analyze                                |  |
|-----|----------------------|----------------|--|--|
|     |                      |                | Problem                                    | Causes   |
| 1   | Machine              | Why 1          | Machine <i>downtime</i>                    | Machine is old   |
|     |                      | Why 2          | Why the old machine is still in use        | <i>Cost down</i> and no substitute yet   |
|     |                      | Why 3          | Why <i>cost down</i> is needed             | To save budget   |
|     |                      | Why 4          | But machine <i>parts</i> often arrive late | Because of imports from China  |
|     |                      | Why 5          | Why import from China                      | Because the machine is from China, the <i>spare parts are</i> automatically from there |

Source of employee brainstorming in by yourself in 2022

**Table 4 Why material factor analysis**

| No. | Contributing factors | Steps Analysis | Why Analyze                            |                                   |
|-----|----------------------|----------------|--|-----------------------------------|
|     |                      |                | Problem                                | Causes                            |
| 1   | Material             | Why 1          | Import material                        | No local buy yet                  |
|     |                      | Why 2          | Why not buy local                      | Local prices are not competitive  |
|     |                      | Why 3          | Staff must be able to find good prices | No training on negotiation yet    |
|     |                      | Why 4          | Why no negotiation training yet        | Staff are not yet competent       |
|     |                      | Why 5          | Why staff are not yet competent        | It's hard to find competent staff |

Source of employee brainstorming in by yourself in 2022

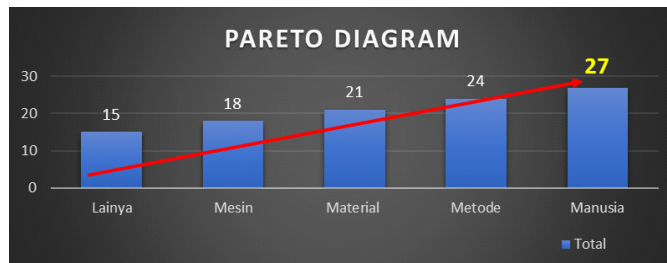
From the identification of the problem above, it is then necessary to analyze the problem statement with a minimum value weighting approach, which has 3 points, a medium of 6 points and a maximum of 9 points. The accumulation of these values is used to obtain and represent the order of the biggest to smallest problems.

For scattered problems will be designated as *problem statement* which will be the main focus of problem solving and selection of appropriate solutions. And here is the *pareto problem statement* table of the problems collected in the fish bone diagram.

**Table 5 Problem Focus Weighting Table**

| Item      | Job satisfaction | Fair remuneration | Career path | Broken machine | Total |
|-----------|------------------|-------------------|-------------|----------------|-------|
| Human     | 9                | 6                 | 6           | 6              | 27    |
| Methods   | 6                | 9                 | 6           | 3              | 24    |
| Materials | 6                | 6                 | 3           | 6              | 21    |
| Machine   | 6                | 6                 | 3           | 3              | 18    |
| More      | 6                | 3                 | 3           | 3              | 15    |
| Total     | 33               | 30                | 21          | 21             | 105   |

So if it is represented into a graph, the biggest problem of the company where the research locus is located will be seen as follows:



**Graphics 3 Pareto diagram of problem focus**

A number of data presented above, it can be seen that the biggest problem of human resource management is in human management itself where the employee satisfaction factor is the most dominant factor. So it can be said that the main problem of human resource management is employee dissatisfaction which will prevent the company from accelerating its business strategy, namely diversification or development. Thus, the main focus area of the human resource management department is how to increase the satisfaction of its employees through a number of work programs that are arranged to increase the productivity and performance of each individual in the company's organization.

The existence of a problem of decreased productivity as a result of there is no development method and the right wage scale structure for employees so that employees who do not find motivation in themselves to think and act productively, because motivation is the strength or drive from within a person to achieve certain goals. (Wijaya & Rifa'i, 2016) So that the duties and



responsibilities of a leader become very crucial, namely as stated by Robbins and Coulter from the book written in (Wijaya & Rifa'i, 2016:128) as follows:

*"...Motivation refers to the process by which a person's efforts are energized, directed, and sustained toward attaining a goal. This definition has three key elements: energy, direction, and persistence."*

So that based on the problem statement above, the researcher has the desire to carry out research on the implementation of the company's strategic policy with the title: "Human Resources Management Strategy with *Individual Development Plan* Approach and Fair Remuneration to Increase Employee Satisfaction at PT COSMO TECHNOOGY".

## **B. METHODS**

The method used in this research is qualitative so that researchers are free to describe in detail starting from the selection of problems to the preparation of program methods. And considering the object of this research is human and related to social sciences through the observation of an activity or activity.

In determining the setting of informants, at least 2 main requirements must be met, namely the adequacy and suitability of information. (Martha & Kresno, 2016). So that the informants used by researchers consist of:

### **Key informant**

All parties who know general information about policies, both informants who come from internal and / or external to the company. In addition, this informant also knows conceptually the direction of the company's strategies policy.

### **Key informant**

Informants who act as the main actors or people responsible for the operation of an activity in the organization, both from internal and external parties.

### **Supporting informants**

Informants who provide additional information that is useful for research and whose information can complement the main informants.

The research method is a design of procedures and plans that begin step by step from assumptions that continue to data collection, analysis and conclusions, so as to create a picture of the events being studied in a descriptive narrative or *numerical* recognition.

According to Arikunto, (2013) research method is the main way used by researchers to achieve goals and determine answers to the problems posed.

Researchers in this case use qualitative methods as an effort to build a narrative description that is researched in detail formed with words, a complex holistic picture. Because according to Moleong, (2017) "Qualitative research is to understand a phenomenon in the social world about events experienced such as behavior, perceptions, motivations, actions that are narrated in words on a natural fact using data, methods, formulations, and not using numbers, statistics or other mathematical calculation procedures".

A fact will become biased and only become a false assumption when no direct research is carried out in the field as stated Moleong, (2017). Therefore,

researchers use a qualitative approach to process data and facts in the field to fulfill the research objectives, which are contained in the problem formulation in the discussion of Chapter I.

Researchers want to use a qualitative method approach because researchers want to describe comprehensively starting from the problems faced, determining the main problems and being the root cause of the problem, then choosing the right solution so that the same problem does not recur. To get the right solution, researchers also use theories from experts to sharpen the analysis knife and have a high level of correlation to explain how the solution is found and implemented.

The data collection techniques used by researchers are interviews, observation, and documentation. While technical data analysis researchers use triangulation.

### **C. EXPLANATION**

#### **Individual Development Plan Preparation Strategy**

##### ***Managing talented workers with an Individual Development plan approach***

Employees who are included in the talent pool of 30 people are then made relevant programs to increase the potential that exists in themselves in accordance with the development plan in the company. Filling out the *Individual development plan* form is done by the employee himself. The form contains short-term, medium-term and long-term personal development plans. There are several parts that are arranged in filling out this individual development plan form, among others:

1. Goals for successful performance in the current position?
2. What needs to be done to achieve the goal?
3. Result to be achieved?

In addition, there is also a *progress of* self-development plans from the previous year's evaluation. Whether the evaluation results of the overall plan and existing conditions are directly proportional or there is a GAP so that changes to development plans and programs are needed.

#### **Coaching and Counseling**

Not all employees are familiar with filling out the individual development plan form, therefore so that the goals of each employee can be known and described properly, a detailed discussion with each employee is needed. In this session, it is not only the procedure for filling out the form but how an HR professional is able to explore the development needs and potential of the employees themselves and match them with the needs of the company.

The strategy to guide employees to analyze their needs and potential is to use SWOT analysis, which is to look at the internal perspective in the form of strengths and weaknesses possessed by employees and see from an external perspective how big the opportunities and threats that might occur to them. So that from the 2 perspectives above, it can be calculated which one is the most dominant for improvement.

So that strengths can be made into potential for development while weaknesses are opportunities for improvement in the future. When employees

have obtained the goals they want to achieve by first recognizing their identity, it will be easy to implement their wishes.

In addition to directing employees to find their passion for their careers, researchers also see an urgency to bridge and match these desires with the needs of the company. So overall, an HR practitioner must be able to review whether career choices and the tools to achieve them can have a significant impact on the company.

### **Mentor selection**

Because each employee comes from a different department, the strategy for selecting facilitators or mentors from each employee, who are relevant both from within the company and external parties, is as follows:

1. Originate from internal departments, so that skills and learning objects are targeted.
2. If there are no relevant mentors within the company, mentors are sought from external parties, but the disadvantage is the high cost and it is not uncommon to encounter obstacles in the field if the program compilers, namely the employees themselves, cannot explain the ROTI (Return of investment training).
3. The types of coaching chosen include the following:
  - a. For employees with high potential and high performance, the mentor's job is only to direct and help explore the potential of these talents.
  - b. For employees with medium potential and performance, the mentor's job is to provide guidance to the talent.
  - c. For employees with low performance and potential, the right choice is training, coaching and mentoring until the talent is able to evaluate their abilities.

### **Roadmap Individual development plan**

The effort to conduct a self-analysis is only part of the steps of the Individual Development Plan program where the overall steps for preparing Individual Development can be done as follows:

1. Goal setting or targets to be achieved by employees, the goal is divided into 3 parts, namely short-term, medium-term and long-term targets. The term will provide space for employees to determine their own time targets based on their abilities and competency gaps that must be evaluated.
2. Determine the right strategy for the development program by analyzing each individual based on the SWOT analysis method.
3. Adjusting the right program tailored to the needs of the employee is:
  - a. Coaching

According to Whitmore (1996), it is an effort to explore the potential that exists within employees to evaluate their productivity. Coaching is intended for employees who are in high competence and performance so that no more effort is needed for their development. Usually these employees are identified as superior employees of the company who have high dedication and loyalty to the company, have more than 5 years of service and are in the ups and downs of the company so that these employees have manned the waves of the company's blow and still survive or do not change boats.

b. Counseling

According to Winkel.WS, (2005) "states that counseling is a series of activities and efforts to provide understanding to counseling or employees so that they can take their own responsibility to do something in accordance with what has been agreed upon".

The need for counseling is usually given to employees who have high work performance but their skills are still unsatisfactory, so a mentor is needed who can provide teaching to employees to improve their skills. Usually these employees have inadequate experience so a development program in the form of counseling is needed.

c. Training

According to Gomes, (2003:197) "Training is any attempt to improve the performance of workers in a particular job that is their responsibility, or a job that is related to their work". Employee training needs are given to individuals who are classified as having poor performance and competence.

d. Evaluation

Evaluation, the last stage of implementing the *individual development plant* program is to evaluate the program. Where every talent who has participated in this program will be re-evaluated whether their performance is in accordance with the expected results. This evaluation is carried out periodically every 1 year and the results of this evaluation will then be met in a management review meeting.

**Strategy for developing a fair remuneration program**

***Compatible factors and their weighting***

Hay method basically has three principles about the factors that make up the remuneration posture, namely:

1. Technical know-how, which is weighted to consider technical, managerial, human relation skills.
2. Problem solving is considering the environment and how big the problem or responsibility is.
3. Accountability is authority, how many subordinates, scope of work.

The *compatible factor* table for determining job evaluation can be seen as follows and is a guide to measuring the value of a job with the 3 parameters above.

The selection of remuneration strategy is formulated by the company by sitting together for the percentage of weighting adjusted to the needs of the organization, so that the analysis results and conclusions obtained match what the company wants.

And the following is a *compatible factor* weighting formulation designed to perform job evaluation, namely:

**Table 4 Compatible factor table of PT COSMO TECHNOLOGY**

| Measuring factor | %          | Sub-factor   | %          | Equivalent |
|------------------|------------|--------------|------------|------------|
| Technical        | 35 %       | Technical    | 14 %       | 140        |
|                  |            | Managerial   | 13 %       | 133        |
|                  |            | Interpersona | 8 %        | 80         |
| <b>Total</b>     | <b>35%</b> | <b>Total</b> | <b>35%</b> | <b>350</b> |

|                 |            |                 |            |            |
|-----------------|------------|-----------------|------------|------------|
| Problem solving | 30%        | Mental Attitude | 14 %       | 140        |
|                 |            | Physical        | 8 %        | 80         |
|                 |            | Time pressure   | 8 %        | 80         |
| <b>Total</b>    | <b>30%</b> | <b>Total</b>    | <b>30%</b> | <b>300</b> |
| Responsibility  | 35%        | Work result     | 15 %       | 150        |
|                 |            | Assets          | 10 %       | 100        |
|                 |            | Subordinates    | 10 %       | 100        |
| <b>Total</b>    | <b>35%</b> | <b>Total</b>    | <b>35%</b> | <b>350</b> |

Source processed by researchers in 2023

### Job Evaluation

Job evaluation is the process of determining the relative value of a job in relation to other jobs. The aim is to eliminate inequities in providing irrelevant rewards. For example, an accountant manager will get higher pay than a GA manager because after evaluating the job, the accountant manager has a higher workload than the GA manager.

After determining the percentage of factor and sub factor elements, the next step is to describe in detail the factors and sub factors to determine the price of a position. So that the results of the numerical recapitulation of the weighting results above are obtained, as follows:

**Table 5 Technical Skills Factor**

| No. | Education Requirements   | Work experience requirements |           |            |             |           |
|-----|--|------------------------------|-----------|------------|-------------|-----------|
|     |  | 0-2 years                    | 3-5 years | 6-10 years | 11-15 years | >16 years |
| a.  | The job requires less complex skills, which can be done by junior high school graduates.   | 16                           | 32        | 48         | 64          | 80        |
| b.  | Jobs require skills that can normally be acquired through high school education.   | 32                           | 48        | 64         | 80          | 96        |
| c.  | Work requires knowledge of the concepts and fundamentals of a technical field of specialization, which can normally be obtained from a college, university, vocational course, or basic skills training. | 48                           | 64        | 80         | 96          | 112       |
| d.  | Requiring a high level of professionalism and in-depth knowledge of a particular specialized field, the work involves intensive application of various methods and approaches. Knowledge is              | 64                           | 80        | 96         | 112         | 128       |

|   |  |           |           |            |            |            |
|---|--|-----------|-----------|------------|------------|------------|
|   | normally acquired through bachelor's level education, and through advanced certified training.   |           |           |            |            |            |
| e | Requires a high level of professionalism, in-depth knowledge and skills in a broad range of management areas or functions. Work involves intensive application of various methods or approaches useful in analysis and problem solving. Knowledge is normally acquired through undergraduate / professional education. | <b>80</b> | <b>96</b> | <b>112</b> | <b>128</b> | <b>140</b> |

Source processed by researchers in 2023

**Table 6 Managerial Skills Factor**

| No. | Scope  | The complexity of the activities faced |                        |                         |  |
|-----|--|--|------------------------|-------------------------|--|
|     |  | Simple work is daily activity          | Short-term <i>plan</i> | Medium-term <i>plan</i> | Long-term <i>plan</i> and strategic policy |
| a   | Work requires minimal planning and organization, limited to one's own work or in coordination with other work that directly affects one's own work.  | <b>17</b>                              | <b>34</b>              | <b>50</b>               | <b>67</b>                                  |
| b   | Planning and coordinating work within a work unit, or section; involves basic management and administrative skills on specific unit activities.  | <b>34</b>                              | <b>50</b>              | <b>67</b>               | <b>84</b>                                  |
| c   | Planning, organizing, leading, and directing work in a particular department (combination of several work units), or a particular technical field; involves management/administrative skills from several interrelated | <b>50</b>                              | <b>67</b>              | <b>84</b>               | <b>101</b>                                 |

|   |  |    |     |     |     |
|---|--|----|-----|-----|-----|
|   | fields or activities.  |    |     |     |     |
| d | Planning, organizing, leading, and directing work within a Division (a combination of several departments) | 67 | 84  | 101 | 117 |
| e | Plan, organize, lead, and control the work of several divisions within the company.                        | 84 | 101 | 117 | 130 |

Source processed by researchers in 2023

**Table 7 Interpersonal Skills Factors**

| No. | Level/degree  | The nature of relationships with parties internal and external to the company in relation to negotiations |        |      |           |
|-----|---|---|--------|------|-----------|
|     |   | Low   | Medium | High | Very high |
| a   | Involves conveying and receiving information that is easily obtained, requiring minimal discussion or explanation such as for matters related to routine work processes.                                      | 11  | 22     | 33   | 44        |
| b   | It involves explaining or reasoning about information to others in order to gain understanding, and take appropriate action.  | 22  | 33     | 44   | 55        |
| c   | Requires the ability to secure cooperation or agreement in the implementation of an action. Requires good diplomatic skills. Work involves interacting with other parties to integrate facts and information. | 33  | 44     | 55   | 66        |
| d   | Requires high skills in diplomacy with the aim of influencing, convincing, or motivating others to reach a mutual agreement.  | 44  | 55     | 66   | 80        |

Source processed by researchers in 2023

**Table 8 Problem Solving Factors**

| No. | Complexity of problem solving  | Guidelines / instructions received |  |                          |   |
|-----|--|------------------------------------|--|--------------------------|---|
|     |  | Direct supervision                 | Indirect supervision                       | General supervision      | Advisory Supervision                                |
|     |  | Work based on direction            | Procedures and work instructions available | General policy available | Only the company's vision and mission are available |
| a   | Tasks are standardized and repetitive. Problems that arise are routine, with examples of solutions.  | <b>20</b>                          | <b>40</b>                                  | <b>60</b>                | <b>80</b>   |
| b   | Tasks are varied and non-standardized, but not overly complex. Requires the application of established standard procedures and methods for solving problems of an irregular nature. Takes initiative and creativity in analyzing unusual situations. | <b>40</b>                          | <b>60</b>                                  | <b>80</b>                | <b>100</b>  |
| c   | Tasks are varied and complex. Problems arise that are constantly changing, with <i>complicated</i> factors. Requires critical and intensive analysis, technical evaluation approaches, and <i>judgment of</i> alternatives.                          | <b>60</b>                          | <b>80</b>                                  | <b>100</b>               | <b>120</b>  |



|   |   |           |            |            |            |
|---|---|-----------|------------|------------|------------|
| d | Tasks are varied and complex, and may use different approaches or methods. Complex analysis and a high degree of originality and independence are required to tackle particularly difficult problems. Due to <i>complicated</i> factors, it is possible to make <i>judgments</i> in solving problems. | <b>80</b> | <b>100</b> | <b>120</b> | <b>140</b> |
|---|---|-----------|------------|------------|------------|

Source processed by researchers in 2023

**Table 9 Problem Solving factors related to effort and physicality**

| No. | Environmental/Workplace Conditions   | Physical Efforts   |   |  |
|-----|--|--|---|--|
|     |  | Activities that are light in nature with little physical effort, | Work requires moderately strenuous physical effort, | Work activities require enormous physical effort/power |
| a   | Comfortable workspace/office. The possibility of health hazards, accidents, and hazardous elements is small.   | <b>16</b>  | <b>32</b>   | <b>48</b>  |
| b   | The work environment is less comfortable, with more frequent occurrences of excessive dust, heat, noise, poor air circulation, or fluctuating temperatures. There is a possibility of accidents causing injuries | <b>32</b>  | <b>48</b>   | <b>64</b>  |
| c   | The work environment is constantly uncomfortable, and is hazardous to health and can lead to accidents, which may cause serious injury, permanent disability, or even death.                                     | <b>48</b>  | <b>64</b>   | <b>80</b>  |

Source processed by researchers in 2023

**Table 10 Problem solving factor Time Pressure**

| No. | Workload   | Time/deadline pressure             |  |                                     |
|-----|--|------------------------------------|--|-------------------------------------|
|     |  | Plenty of time to get the job done | Enough time is provided to complete the work | Time is tight and full of deadlines |
| a   | Only doing routine work that has been determined by superiors.           | 20                                 | 40   | 48                                  |
| b   | The type of work performed may vary, not just focusing on a single task. | 40                                 | 48   | 64                                  |
| c   | The type of work done varies greatly.                                    | 48                                 | 64   | 80                                  |

Source processed by researchers in 2023

**Table 11 Responsibility factor related to work results**

| No. | Nature of decision  | Impact of decisions made                     |  |  |                           |
|-----|---|--|--|--|---------------------------|
|     |   | Small impact and does not affect the company | Direct impact on one of the work units | Direct impact on the entire department | Impact on company profits |
| a   | Minimal accountability, more on one's own work. All decisions/actions are checked by superiors. | 25   | 50                                     | 75                                     | 100                       |
| b   | Recommended decision-making by providing alternative solutions for higher authority.            | 50   | 75                                     | 100                                    | 125                       |
| c   | Take full responsibility for the final decisions made, in his/her area of responsibility.       | 75   | 100                                    | 125                                    | 150                       |

Source processed by researchers in 2023

**Table 12 Responsibility factor related to assets held**

| No. | Monetary value of assets                  | point |
|-----|---|-------|
| a   | Possible loss below IDR 10 million        | 20    |
| b   | Possible loss of IDR 10 million to IDR 50 | 40    |

|   |  |            |
|---|--|------------|
|   | million  |            |
|   | Possible loss above IDR 50 million to IDR 100 million  | <b>60</b>  |
|   | Possible loss above IDR 100 million to IDR 500 million | <b>80</b>  |
| c | Possible loss above IDR 500 million                    | <b>100</b> |

Source processed by researchers in 2023

**Table 13 Responsibilities related to the number of staff under supervision**

| No. | Complexity of supervision  | Complexity of supervision |             |              |              |            |
|-----|--|---------------------------|-------------|--------------|--------------|------------|
|     |  | 0-2 people                | 3-10 People | 11-20 People | 21-30 People | >30 People |
| a   | Minin supervision  | <b>13</b>                 | <b>26</b>   | <b>39</b>    | <b>52</b>    | <b>65</b>  |
| b   | Supervise subordinates with relatively similar tasks.  | <b>26</b>                 | <b>39</b>   | <b>52</b>    | <b>65</b>    | <b>78</b>  |
| c   | Supervising subordinates who each have a relatively different type of task but are still interrelated (for example, managers). | <b>39</b>                 | <b>52</b>   | <b>65</b>    | <b>78</b>    | <b>91</b>  |
| d   | Supervise subordinates who have different types of tasks and complex relationships. (Manager / GM)                             | <b>52</b>                 | <b>65</b>   | <b>78</b>    | <b>91</b>    | <b>100</b> |

Source processed by researchers in 2023

From the explanation table of factors and sub-factors, a recapitulation of the job evaluation table is obtained which is used as the basis for determining the price of a position as follows:

**Table 14 Job Evaluation Recapitulation**

| No. | Know how  |               |               | Problem solving |          |               | Responsibility |        |                    |
|-----|-----------|---------------|---------------|-----------------|----------|---------------|----------------|--------|--------------------|
|     | Technical | How To Manage | Inter persona | Mental/mind     | physical | Pressure time | Results Work   | Assets | Subordinates/staff |
| 1   | 16        | 17            | 11            | 20              | 16       | 20            | 25             | 20     | 13                 |
| 2   | 32        | 34            | 22            | 40              | 32       | 40            | 50             | 40     | 26                 |
| 3   | 48        | 50            | 33            | 60              | 48       | 60            | 75             | 60     | 39                 |
| 4   | 64        | 67            | 44            | 80              | 64       | 80            | 100            | 80     | 52                 |
| 5   | 80        | 84            | 55            | 100             | 80       |               | 125            | 100    | 65                 |
| 6   | 96        | 101           | 66            | 120             |          |               | 150            |        | 78                 |
| 7   | 112       | 117           | 80            | 140             |          |               |                |        | 91                 |

|   |     |     |  |  |  |  |  |  |  |     |
|---|-----|-----|--|--|--|--|--|--|--|-----|
| 8 | 128 | 133 |  |  |  |  |  |  |  | 100 |
| 9 | 140 |     |  |  |  |  |  |  |  |     |

Source processed by researchers in 2023

**Job Grading**

In a fair remuneration satregy, it is necessary to create a structure that distinguishes between one position and another and the level of payment, referring to the job evaluation recapitulation table, the researcher then determines the points and grading of a position in the organization.

So that each position has a value that is relevant to the technical skills, the complexity of the problem and the efforts to solve it and the responsibilities it carries. By reflecting the above 3 things into remuneration, it is hoped that remuneration justice will be created to achieve employee satisfaction. The job grading from the recapitulation table analysis is as follows:

**Table 15 Job Evaluation of PT COSMO TECHNOLOGY**

| Position              | Grade | KH  |     |    | PS  |    |    | ACC |     |     | TOTAL |
|-----------------------|-------|-----|-----|----|-----|----|----|-----|-----|-----|-------|
|                       |       | TK  | MG  | IP | PK  | FS | W  | HK  | US  | B   |       |
| GM                    | 1     | 128 | 117 | 66 | 120 | 32 | 80 | 150 | 100 | 100 | 893   |
| Senior manager        |       | 112 | 117 | 66 | 120 | 48 | 60 | 125 | 100 | 52  | 800   |
| Production Manager    | 2     | 112 | 84  | 55 | 120 | 32 | 80 | 150 | 100 | 52  | 785   |
| R&D Manager           |       | 96  | 117 | 55 | 120 | 32 | 80 | 125 | 100 | 52  | 777   |
| Marketing Manager     |       | 96  | 101 | 80 | 120 | 32 | 80 | 125 | 80  | 52  | 766   |
| Finanance Manager     |       | 80  | 84  | 66 | 120 | 32 | 60 | 125 | 80  | 65  | 712   |
| HR Manager            | 3     | 96  | 84  | 55 | 100 | 32 | 40 | 150 | 80  | 52  | 689   |
| Legal Manager         |       | 80  | 67  | 55 | 120 | 48 | 60 | 100 | 80  | 65  | 675   |
| Quality Manager       |       | 80  | 67  | 55 | 100 | 32 | 80 | 125 | 60  | 52  | 651   |
| Finance Assistant     |       | 80  | 101 | 44 | 100 | 32 | 60 | 100 | 80  | 39  | 636   |
| HR Assistant          | 4     | 64  | 67  | 55 | 80  | 32 | 40 | 100 | 60  | 39  | 537   |
| R&D Assessment        |       | 64  | 67  | 33 | 100 | 32 | 40 | 100 | 60  | 39  | 535   |
| Production Assignment |       | 80  | 50  | 33 | 80  | 32 | 60 | 100 | 60  | 39  | 534   |
| Head of EXIM          | 5     | 64  | 34  | 44 | 60  | 32 | 40 | 100 | 80  | 39  | 493   |
| Head of QA            |       | 64  | 34  | 44 | 60  | 32 | 40 | 75  | 60  | 26  | 435   |
| Head of QC            |       | 64  | 34  | 55 | 60  | 32 | 60 | 75  | 20  | 26  | 426   |
| Head of Law           |       | 64  | 34  | 33 | 60  | 48 | 40 | 50  | 40  | 39  | 408   |
| Head of Compliance    | 6     | 64  | 34  | 44 | 40  | 32 | 40 | 75  | 20  | 26  | 375   |
| Head of marketing     |       | 64  | 34  | 44 | 40  | 32 | 40 | 75  | 20  | 26  | 375   |

|                   |   |    |    |    |    |    |    |    |    |    |     |
|-------------------|---|----|----|----|----|----|----|----|----|----|-----|
| Head of warehouse |   | 64 | 34 | 44 | 40 | 32 | 40 | 75 | 20 | 26 | 375 |
| Production Spv    |   | 64 | 34 | 22 | 40 | 32 | 40 | 50 | 20 | 26 | 328 |
| Spv Finance ,tax  |   | 48 | 34 | 44 | 40 | 32 | 40 | 25 | 20 | 26 | 309 |
| Line Leader       | 7 | 32 | 17 | 22 | 20 | 16 | 20 | 25 | 20 | 13 | 185 |
| Hr Operation      |   | 32 | 17 | 22 | 20 | 16 | 20 | 25 | 20 | 13 | 185 |
| Legal             |   | 32 | 17 | 11 | 20 | 16 | 20 | 25 | 20 | 13 | 174 |

Source processed by researchers in 2023

From the data above, there are 7 grades that have been arranged, including the following:

1. Grade 1 for GM & Senior Manager group
2. Grade 2 Core manager
3. Grade 3 Manager
4. Grade 4 Assistant Manager
5. Grade 5 Head of section
6. Grade 6 Supervisor
7. Garde 7 Staff

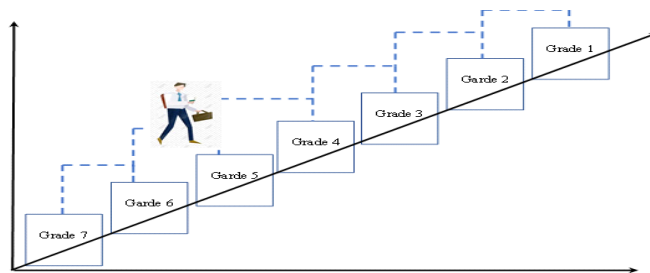


Image 3 Grading salary source of job evaluation Year 2022

### Wage structure and scale

The next most crucial discussion is the strategy to determine the nominal position in the wage scale structure based on the determination of the minimum wage of the Sukabumi district province No. 561.7/Kep.776-Kesra/2022 concerning the minimum wage of districts/municipalities in the West Java province area in 2023. The minimum wage for Sukabumi district is Rp 3,351,884 or an increase of 7.2% from the 2022 district minimum wage. And also pay attention to Governor Decree Number 561/Kep.882-Kesra/2022 concerning wage adjustments for workers/laborers with a work period of 1 year or more in companies in the West Java Province area which states in point one that wage adjustments with a work period of 1 year or more in companies in the West Java province area are 6.12% to 10% of the wages received by workers/laborers in 2022.

So that the structure of the wage scale designed by the researcher by considering a fair remuneration strategy and also regulations on wages is as follows:

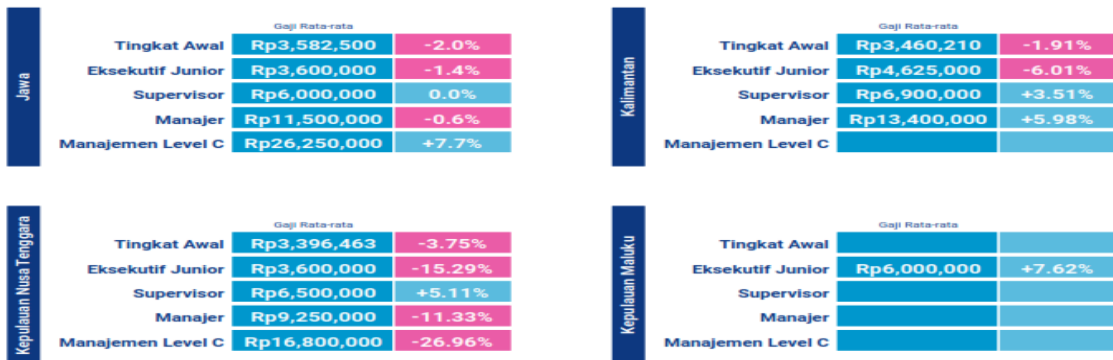
**Table 16 Wage Scale Structure**

| No. | Goals   | Minimum Wage | Medium Wage | Maximum Wage |
|-----|---------|--------------|-------------|--------------|
| 1   | Garde 1 | 5,080,070    | 9,199,251   | 14,859,208   |
| 2   | Grade 2 | 4,787,099    | 7,923,435   | 12,461,208   |
| 3   | Grade 3 | 4,511,025    | 6,701,679   | 10,118,208   |
| 4   | Grade 4 | 4,250,871    | 6,063,771   | 8,919,208    |
| 5   | Grade 5 | 4,005,721    | 5,469,111   | 7,764,208    |
| 6   | Grade 6 | 3,774,709    | 4,101,393   | 4,997,708    |
| 7   | Grade 7 | 3,577,019    | 3,920,832   | 4,649,008    |

Source wage scale structure processed by researchers in 2023

**Salary Survey**

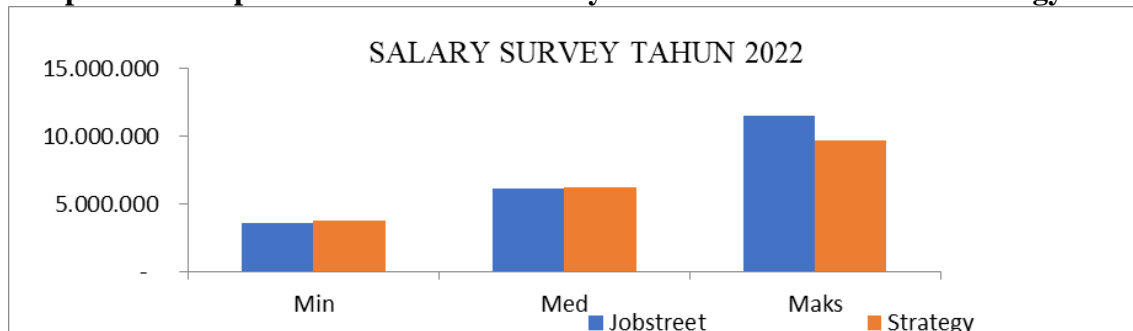
Based on the Indonesia edition of the 2022 salary report reported by Jobstreet, it is said that in several regions, especially on the island of Java, the average salary changes are as follows:



**Image 12 Jobstreet salary survey source (Jobstreet, 2022)**

So if compared with the remuneration strategy which is arranged in a pay scale structure according to grade, it can be described as follows:

**Graphics 5 Comparison of Jobstreet survey with 2022 remuneration Strategy**



If we look at the survey conducted by jobstreet with the remuneration strategy that will be implemented at PT COSMO TECHNOLOGY, it is almost the same and not much different. This indicates that if this remuneration strategy is implemented then in the labor market the structure and scale of wages applied can compete with other companies, especially on the island of Java.

### **Employee Wage Increase Formulation**

Every year the company is faced with the matter of increasing employee wages, in this case the strategy carried out by the company is how to link employee performance and the wage increase itself. This is intended to make remuneration more attractive and can motivate employees to increase productivity at work.

The elements used by researchers to describe the above strategies for wage increases are as follows:

1. Take into account current year inflation
2. Performance assessment predicate

To determine inflation for the current year, it is obtained from inflation data released by the government at the end of each year, which is 5.42% (yoy). Meanwhile, for the performance appraisal predicate this year, the company adjusts the West Java Provincial government policy that has determined the amount of wage increase for employees who have more than 1 year of service, namely an increase of 6.12% to 10%. Performance Appraisal Predicates are Excellent 10%, Good 8%, Slightly Above Average 6.12%, Slightly Below Average 0%, Less - 2%, and Poor Performer -5%.

### **Strategy and implementation of *Individual development plan* program**

From the explanation above, the human resource development strategy through the *Individual development plan* approach is relevant to use to increase employee satisfaction at PT COSMO TECHNOLOGY. Especially the selection of the right career path is adjusted to the talents and abilities of each individual employee. This approach can provide satisfaction when what employees want can be realized by achieving and if it has not been achieved employees can also measure and re-evaluate the targets that need to be achieved.

### **Strategy and implementation of fair remuneration formulation**

In the remuneration section, it has been explained in great detail that the company needs to apply the Hay method to formulate the price of a position. Because so far there is no method that is relevant enough to determine how much to pay. The existence of a gap that results in employee dissatisfaction at work can be minimized by job evaluation. Supported by the strategy of linking between wage increases and employee performance appraisal predicates, it is hoped that the calculation of wage increases can be done proportionally so as to motivate employees to work harder.

## **D. CONCLUSION**

From the results of the research obtained with a personal goal achievement strategy approach for workers who enter the category of generation X, generation Y and generation Y in accordance with the value proposition that the generation wants, namely recognition and involvement in the organization so that if the wishes of each individual are accommodated by the company but still linked to the needs of the company, it will create an impetus to continue to be productive.

Meanwhile, for fair remuneration, the researcher made a job evaluation using the Hay method which emphasizes on 3 main factors, namely 35% Knowledge, 30% Problem Solving, 35% Responsibility. And produce 8 grades for the

wage scale structure. So that when compared with the salary survey, the conclusion of the job evaluation carried out by the researcher can be said to be appropriate, so that the results of the remuneration compiled by the researcher can compete in the labor market and are attractive. Furthermore, for the wage increase strategy, the researcher uses the formulation of the current year's inflation increase of 5.4% (Yoy) coupled with the predicate employee assessment that pays attention to Governor Decree number 561/Kep.882-Kesra/2022 concerning wage adjustments for workers/laborers with a work period of 1 year or more in companies in the West Java Province area, which is 6.12% to 10%.

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