

# The Effect of Human Resources Work Costs on a Joint Operation Mining Company (Case Study at Aloma Wangi Company)

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## ABSTRACT

Aloma Wangi Company is a company engaged in the mining sector that makes strategic decisions to conduct a consortium or joint operation. The company will conduct joint operations for the next five years with Gunung Makmur Nusantara Company to gain profit. Therefore, a human resource planning strategy is needed to achieve the company's vision and mission. This study aims to determine the workload, need and availability of human resources and also to analyze the human resource planning strategy at the joint operating mining company are Aloma Wangi Company and GMN Company. The data used are primary and secondary data. The data analysis used in this research is descriptive analysis and workload analysis. The results showed that the workload of the employees of the joint operating companies Aloma Wangi Company and GMN Company were not appropriate, most of the workloads of employees were in underload and overload conditions.

**Key words:** availability and human resource needs, human resource planning strategy, workload analysis

## INTRODUCTION

A joint operation or consortium is a form of joint operation, which is an association of two or more companies joining to complete a project. Joint Operation was introduced in Indonesia since 1991, as a form of partnership between foreign construction business entities and national construction business entities. The regulation regarding this matter is regulated

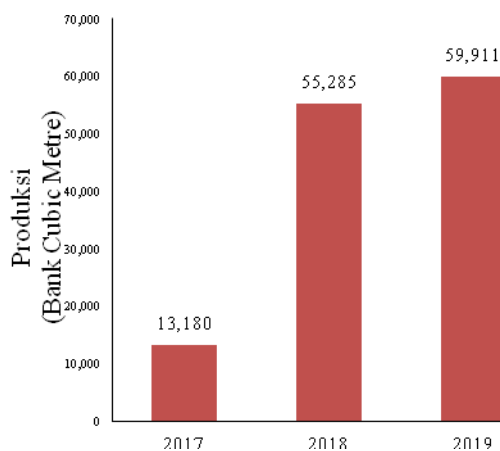
in the Minister of Public Works regulation number 05 / PRT / 2011. The joint venture that carries out this joint operation also combines production, marketing, financial and other managerial sources.

Aloma Wangi Company is a company that holds an andesite mining permit (IUP) with an area of 9 hectares in accordance with the decision of the head of the West Java Province Investment and One Stop Services (DMPTSP) number 540/18 / 10.1.06.1 / DMPTSP / 2017 dated 7 December 2017. This mining regulation is described in the Republic of Indonesia Government Regulation Number 23 of 2010 concerning the Implementation of Mineral and Coal Mining Business Activities.

In 2017 the company made a strategic decision to conduct a consortium or joint operation with Gunung Makmur Nusantara (GMN) Company. GMN Company is a stone processing company that facilitates heavy equipment such as stone crushers, wheel loaders, and various other heavy equipment according to mining needs.

Based on Figure 1. Production of mining products in joint operation, production of mining products increased by 42,105 BCM from 13,180 BCM in 2017 to 55,285 BCM in 2018, then production increased again in 2019 to 59,911 BCM. The mining sector itself is one of the main contributors to non-tax state revenue (PNBP) in the state revenue and expenditure budget (APBN) meaning that the mining

sector provides many benefits both for state revenue and for the community.



**Figure 1 Production of Company Mining Products**  
Source: Production data of Aloma Wangi Company joint operation of GMN Company in 2017-2019 (Data processed)

This joint operation requires additional employees. In 2018, the company added 52 employees, without conducting a workforce needs analysis. In 2019 the company again composed 4 employees, with work units, namely: accountants, checkers, and explosives. This shows that the company is still looking for the right employee composition to meet the needs of its employees in order to increase production volume as the company's core business.

Although resources are not the only things that can be measured for the success of production, human resources are assets that can be utilized and developed to their full potential on a regular basis so that they can work effectively and efficiently in accordance with company goals.

Human resource planning and management can be done through workload analysis. Workloads that are distributed unevenly can result in an uncomfortable working atmosphere because employees feel the workload they are doing is too excessive or even under-performing. Schuler & Walker (1990) define Human Resource Planning (PSDM) as a process in which management determines how the organization should move from its current HR state to the desired HR position in the

future. Through PSDM, the management will get the right human resources at the right amount.

Based on the problems described, it is necessary to measure the workload as a basis for calculating the need for manpower and the right HR planning strategy so that company performance can run effectively and efficiently in accordance with the company's vision and mission. Therefore, it is deemed necessary to conduct a study entitled "Human Resource Planning at a Joint Operating Mining Company at Aloma Wangi Company.

Based on the problems described, it is necessary to measure the workload as a basis for calculating the need for manpower and the right HR planning strategy so that company performance can run effectively and efficiently in accordance with the company's vision and mission. Therefore, the authors are interested in conducting research, including (1) How the workload of human resources at joint operation mining companies at Aloma Wangi Company and GMN Company, (2) What are the managerial implications for HR in joint operation companies at Aloma Wangi Company and GMN Company.

Based on the problem formulation that has been described, the objectives of this study include (1) Knowing the workload of human resources at joint operation mining companies at Aloma Wangi Company and GMN Company; (2) Analyzing HR managerial strategies at joint operation mining companies at Aloma Wangi Company and GMN Company.

There are three benefits of research, namely (1) For company policy makers, the results of the research are expected to provide benefits in determining HR planning at Aloma Wangi Company; (2) For researchers, the results of research are expected to increase knowledge and application of knowledge, especially related to HRD, and 3) For the government, the results of research are expected to assist in making regulations or policies related to manpower.

The scope of this research is limited to the right policies on HRD which are also related to the quality and quantity of currently owned human resources. Respondents of this study were all employees in the Aloma Wangi Company environment.

## **METHODS**

This research was conducted by taking the research location at the offices of Aloma Wangi Company and GMN Company and also at the mine site from July to August 2020. The data needed for this study are primary data and secondary data. Primary data were obtained from questionnaires and interviews in the field and at the Aloma Wangi Company office.

The data collection method used in this research is

- a. Observations, namely: Interview, carry out work flow processes, field observations and determine the working time of each activity, perform productivity calculations based on FTE. The full time equivalent (FTE) calculation is obtained from the multiplication of the weight and the average completion time of employee assignments. The value of FTE is used to get the needs of employees who are effective and efficient.
- b. Questionnaire in the form of data collection, namely the results of the interview data process and the results of time observations and outputs issued by employees.
- c. Documentation study, namely the author records the archives or documents as many as 48 employees. Observations will be carried out for 10 working days.

The data needed for this research are primary data and secondary data. Primary data were obtained from questionnaires and interviews in the field and at the Aloma Wangi Company. The questionnaire is more specific to the workload analysis and competence of each Human resources in the company environment. Likewise, primary data collected based on interviews with

leaders related to strategies in HR planning. Meanwhile, secondary data obtained from literature review, literature and data obtained from companies as well as other supporting data.

The data collection method used in this research is the interview method and documentation study. Data collection methods are used in order to obtain data and information to answer questions in the formulation of research problems. Primary data is obtained by survey and observation where the survey is carried out by filling in a list of activities or routines filled in by all employees in the company environment. In addition, the questionnaire will also be distributed to the direct leaders of each unit. Regarding primary data, a workload analysis will be carried out which allows the company to produce the ideal number of human resources currently owned by the company.

## **RESULTS**

### **Aloma Wangi Company**

Aloma Wangi Company consists of two divisions, namely operational and general. In the operational division, there are eight work units, namely: Checker, Administration, Security, Mechanics, Explosives, Explosive Crew, Warehouse Head, and Field Supervise. In the general division there are three work units, namely: Head of Mining Engineering, Accountant and HRGA. The number of employees in the operational division is 23 people, while in the general division there are 3 people. The vision of Aloma Wangi Company is to become a large company in the fields of general contractors, suppliers, trading and mining by implementing business ethics and professionalism. The mission of Aloma Wangi Company can be described as follows:

- a) Doing business with honesty;
- b) Actively build and develop the potential of sustainable resources;
- c) Innovative creativity and try to improve competence and competitiveness;

- d) Creating healthy competition among entrepreneurs in the same field.

**Gunung Makmur Nusantara (GMN) Company**

GMN Company consists of two divisions, namely production and sales. In the sales division there are six work units, namely: Head of Sales, Sales Administration, Quality Control, Sales Operators, Mechanics and Mechanic Helper. While in the production division there are four work units, namely: Head of Production, Production Crew, Production Administration, and Security. The number of employees in the sales division is seven people and 15 people in the production division. GMN Company's vision is to become a leading company in the field of material supply for infrastructure development that focuses on business sources, customer satisfaction orientation and sustainable value growth for all stakeholders. GMN Company's mission can be described as follows:

- a) Providing material supplies covering the Greater Jakarta area and its surroundings;
- b) Improve networking with all parties who can support business development;
- c) Increasing service excellence to customers by providing materials in a timely manner, in quantity, and on specifications;
- d) Improve business performance with efficient management with a professional team.

**Employee Characteristics**

The population of this study were employees of both companies after the joint operation or consortium was divided into 4 divisions, namely the operational, sales, production and general. The operational section includes 8 work units, namely: checker, admin, security, mechanic, firefighter, head of warehouse, and field supervision with a total of 23 employees. The production department includes 4 work units, namely the head of production,

production crew, production administration, and security with a total of 15 employees. The sales department includes 6 work units, namely the head of sales, sales administration, quality control, sales operators, mechanics and mechanical helpers with a total of 7 employees. The general division includes 3 work units, namely: the head of Engineering, kultan and HRGA with a number of employees of 3 people. The total number of all employees studied was 48 people. Characteristics of respondents which will be explained based on gender, education, age, and years of service. Employee characteristics are used to analyze work in the formulation of managerial implications. Following are the characteristics of the respondents of the two companies.

**Employee Characteristics Based On Gender**

Based on employment data, Aloma Wangi Company has 24 male employees and 2 female employees, while GMN Company has absolutely no female employees. Cross tabulation based on sex is used to determine the sex characteristics of employees in each company as shown in Table 1.

**Table 1 Gender percentage of joint operation company employees**

Gender	Aloma Wangi Company (%)	GMN Company (%)
Men	93	0
Woman	7	100

*Source: data processed*

The composition of male employees has a larger percentage, namely 93% and female employees by 7%. This shows that the type of work contained in each company requires more male employees than female employees. This is because the core of the company lies in field work that requires strong energy. Male employees carry out heavy tasks such as blasting or blasting, running heavy equipment such as wheel loaders and dump trucks, and conducting mining product checks in direct contact with truck drivers. 2 female employees only exist

in the operational section with the administrative work unit.

### Employee Characteristics Based On Age

Cross tabulation based on age is needed to determine the age characteristics of employees in each company. This can be used as a reference in human resource planning. The tabulation results are shown in Table 2 below.

**Table 2 Percentage of age of employees of the joint operation company**

Age	Aloma Wangi Company (%)	GMN Company (%)
23-36 years	35	32
37-50 years	38	45
51-63 years	27	23

*Source: data processed*

Based on Table 2, employees at Aloma Wangi Company, with an age range of 37-50 years, have a percentage of 38%. while the age range from 23-36 years was 35%. Age from 51-63 years was 27 percent. This shows that Aloma Wangi Company has a composition of loyal employees but is at retirement age, therefore the company must prepare a new employee recruitment plan to make it easier for it to happen. Transfer of knowledge. Aloma Wangi Company needs young employees who are more active and productive to improve company performance. At GMN Company, the age range of 37-50 years dominates by 45%, this means that the company has more human resource composition at maturity and productive age than Aloma Wangi Company which only amounts to 38%.

### Characteristics Of Employees Based On Education Level

The education level of employees at the work units of Aloma Wangi Company and Gunung Makmur Nusantara Company are divided into five categories, namely elementary school, junior high school, high school, diploma, and undergraduate. Cross tabulation based on education is used to determine the educational characteristics of employees in each company. Cross-tabulation of sections with employee education can be seen in Table 3.

In the two companies, employees with senior high school education rank the highest at 38% and 63%. Employees with high school graduates are mostly placed in the administration section at Aloma wangi Company. Whereas at Gunung Makmur Nusantarad Company the composition of employees with high school education is balanced between the production division and the sales division. At Aloma Wangi Company employees with primary school education rank second by 35% who are placed in the operational division of the security work unit. This shows that there is no need for special skills in the security sector. At Gunung Makmur Nusantara Company. The lowest level of education is junior high school, namely 23% which is placed in the production division with a driver work unit and quality control.

The third place in the education level at Aloma Wangi Company is the undergraduate level at 19% and 14% at Gunung Makmur Nusantara Company. The company recruits employees with undergraduate graduates to have superior managerial expertise, so that they can be placed in top positions such as head of sales, head of engineering, field supervision, accountant and HRGA. Employees with undergraduate education have the ability in terms of expertise and knowledge. However, there is 1 employee at the undergraduate level in a security position at Gunung Makmur Nusantara Company, this means that the company must conduct an evaluation for employees with a bachelor's degree so that they can carry out managerial work. The mismatch of the type of work with the level of education can reduce the optimization of job execution.

**Table 3 Percentage of education level of joint operation company employees**

Education	Aloma Wangi Company (%)	GMN Company (%)
Elementary School	35	0
Junior High	4	23
High school	38	63
D3	4	0
S1	19	14

*Source: data processed*

## Employee Characteristics Based On Tenure

Cross tabulation based on employee tenure is used to determine the difference in tenure for each employee in each field of work. In addition, the employee's tenure can find out which employees have loyalty to the company. The cross tabulation of tenure associated with the field of work of employees is shown in Table 4.

**Table 4 Percentage of work tenure of joint operation company employees**

Years of service	Aloma Wangi Company (%)	GMN Company (%)
<13 years	81	96
13-24 years	8	3
> 24 years	11	1

Source: data processed

Based on Table 4, the tenure of employees of Aloma Wangi Company and GMN Company are dominated by working periods of less than 13 years, namely 81% for Aloma Wangi Company employees and 96% for GMN Company employees. Meanwhile, the number of employees with a working period of 13-24 years at Aloma Wangi Company is 8% and at GMN Company there is 3%. For employees with a service period of more than 25 years at Aloma Wangi Company there is 11% and GMN Company there is 1%.

## Work Experience Tab

The results of cross tabulation of employee characteristics based on employee work experience are shown in Table 5.

**Table 5 Percentage of work experience of employees of joint operation companies**

Work experience	Aloma Wangi Company (%)	GMN Company (%)
Experienced	88	91
Inexperienced	12	9

Source: data processed

Based on Table 5, the work experience of Aloma Wangi Company employees is 88%, while the remaining 12% are employees who have no prior work experience at Aloma Wangi Company. At Gunung Makmur Nusantara Company 91% of employees at this company are experienced while the remaining 9% are

employees who are not have experience working elsewhere.

## HR Workload at Joint Operation Mining Companies at Aloma Wangi Company and GMN Company

The results of the FTE calculation for each position in the production division at Aloma Wangi Company and GMN Company can be seen in the Table. The FTE calculation is obtained from the division between the volume of work in one position and the effective working time per year. Based on the workload analysis guidelines issued by the State Personnel Agency in 2010, the total FTE index value greater than 1.28 is classified as overload, the FTE value 1 to 1.28 is classified as fit, and the FTE value of 0 to 0.99 is classified as underload.

Allowance time is giving loose time. Giving free time aims to give employees time to stop working, to carry out personal needs such as resting, eating and so on. The amount of allowance time used in research is measured using International Labor Organization (ILO) standards which can be determined by considering several factors. These factors are the constant allowance whose value is fixed and has been standardized as well as the variable allowance whose value is not fixed and based on direct observation by the researcher in actual fact. The allowance value for employees at Aloma Wangi Company and GMN Company are 12.5 percent. Effective working hours are the number of formal working hours minus the allowance time.

The calculation of effective working time is based on KEP / 75 / M.PAN / 7/2004. Aloma Wangi Company and GMN Company apply a working time of 9 hours in one day and 54 hours in one week for 6 working days (Monday-Saturday). Employee working hours start at 08.00 WIB to 17.00 WIB with a rest period of 1 hour, namely from 12.00 WIB to 13.00 WIB. The same annual leave for each level of position, which is 12 days. Next is to determine the effective working day, namely the number

of days in the calendar minus holidays and leave.

**Table 6 Effective Working Days**

Reference	amount	Unit	Information
1 day	9	Hour	
1 year	365	Day	
Annual leave	12	Day	
National holiday	16	Day	
Weekend (Sunday)	52	Day	
Effective Working Days of 2020	285	Day	
Total working days in hours	2565	Hour	Obtained from the effective working days times the working hours

Source: data processed

The number of working days in 2020 is 365 days. After that, the employee's effective working days are calculated in one year. Effective working days are obtained from the number of days in 2020 minus 52 Sundays, 16 national holidays and 12 days of annual leave so that the effective work

day in 2020 is 285 days. Then calculate the effective working hours. Effective working hours are the number of formal working hours minus work time lost due to non-work (allowances) such as defecating, unwinding, eating, resting, and so on which are not related to work.

In this study, the allowance used was 12.5% because the employees were in a hot field and had direct contact with heavy equipment. Employee working hours are 9 working hours per day then reduced by 12.5% allowance so that the effective working hours per day are 7.79 hours per day or 467.58 minutes per day. The effective number of working hours per week is 46.76 hours per week or 2805.47 effective minutes worked per week. Then 187.03 hours per month or 11221.88 minutes of effective working hours. Then 2244.38 hours per year or 134662.50 minutes of effective working hours.

**Table 7 Total Effective Hours Worked**

Total hours worked			Information
87,5%	2244,38	Hour / year	Obtained from the total working days in hours multiplied by the efficiency factor
	187,03	Hour / month	Converted from Hours / Years
	46,76	Hour / Week	Converted from Hours / Month
	7,79	Hour / day	Converted from Hours / Week
	467,58	minute / day	Converted from Hours / Days
	2805,47	minutes / week	Converted from minutes / day
	11221,88	minutes / month	Converted from minutes / week
	134662,50	minutes / year	Converted from minutes / month

Source: data processed

The results of the calculation of Full Time Equivalent (FTE) The FTE value is obtained from the workload for one year divided by the effective working time for a year. FTE aims to simplify work measurement by changing workload hours to the number of people needed to complete a particular job (Adawiyah 2013). This study classifies the FTE value into 3 categories, namely the FTE value below 1 is underload, namely the workload is below optimal, the FTE value equal to 1 is fit or has been optimal, and an FTE value above 1.28 is an overload, namely the workload of employees has exceeded the optimal workload. The results of the workload calculation in the operational section are:

**Table 8 FTE Operations Section**

OPTIONAL SECTION	FTE	Information
Checker 1	1.47	Overload
Checker 2	1.32	Overload
Checker 3	1.27	Fit
Checker 4	0.79	underload
Administration 1	0.15	underload
Administration 2	0.78	underload
Administration 3	0.88	underload
Administration 4	0.78	underload
Security	0.83	Underload
Security	0.97	Underload
Security	0.94	Underload
Mechanic	0.39	Underload
Explosive	0.56	Underload
Crews explode	0.64	Underload
Crews explode	0.37	Underload
Ka. Warehouse	0.09	Underload
Field supervision	1.36	Overload

Source: data processed

There are 3 (17.6%) employees with overloaded conditions, namely the head of field supervision (5.9%) and 2 checkers

(11.7%). This shows that the company needs to reduce duties or delegate tasks to employees with underload conditions. Employees with underload conditions were 14 (82.4%), namely the head of the warehouse, explosives and crew, mechanics, security, administration, and checkers. The Head of Warehouse is included in the underload category because he only performs his main task, namely maintaining the Explosives Warehouse. Likewise with the explosives and 2 crew members. Within 1 day the company only blasts once so there is a lot of free time after carrying out the main task. Mechanics also have an underload condition because they only do the main task, namely if there is heavy equipment that needs to be repaired while heavy equipment damage is unpredictable, in the security section there is only a slight difference for the FTE calculation, if a few tasks are added, this section will be in a fit condition. Next is the checker unit in which there are 4 employees. Of the 4 employees, 2 (11.7%) were overloaded, 1 (5.9%) were underloaded and 1 (5.9%) was fit. For the entire operational division, 82.4% of employees are in an underload condition, so it is necessary to delegate tasks in the operational section so that performance is optimal. if you add a few tasks, this section will be in a fit condition. Next is the checker unit in which there are 4 employees. Of the 4 employees, 2 (11.7%) were overloaded, 1 (5.9%) were underloaded and 1 (5.9%) was fit. For the entire operational division, 82.4% of employees are in an underload condition, so it is necessary to delegate tasks in the operational section so that performance is optimal. if you add a few tasks, this section will be in a fit condition. Next is the checker unit in which there are 4 employees. Of the 4 employees, 2 (11.7%) were overloaded, 1 (5.9%) were underloaded and 1 (5.9%) was fit. For the entire operational division, 82.4% of employees are in an underload condition, so it is necessary to delegate tasks in the operational section so that performance is optimal.

**Table 9 FTE General Section**

General Affair	Fte	Information
Accountant	0.36	Underload
HRGA	1.67	Overload
Mine head	1.97	Overload

*Source: data processed*

In the general division there is a Technical Head or Mine Head. The Technical Head has an overload condition with an fte value of 1.97, this is because the Technical Head has various duties as the head of the mine. However, the position of technical head cannot be added because of the regulation from ESDM that each mining company only requires the position of 1 technical head.

In the Accountants section, the FTE value is 0.36 or underload, this is because the filing which should be one of the accountants' duties is also carried out by the administration, thereby reducing the burden on the accountant. The accountant's duties at Aloma Wangi Company will reach its peak only when administering IUP and annual taxes. In the HRGA (Human Resource and General Affairs) unit, experiencing an overload condition, according to the observations made, HRGA not only deals with human resource issues, but also manages documents related to mining-related agencies. Overall, 66.6% of employees are in an overloaded condition.

**Table 10 FTE Production Section**

Production section	FTE	Information
Head of production	0.83	Underload
Logistic purchasing	1.35	Overload
Administration	1.43	Overload
Operator panel 1	1.19	Fit
Operator panel 2	1.23	Fit
Heavy equipment mechanic	1.59	Overload
assistant foreman	0.99	Underload
Helper 1	0.83	Underload
Helper 2	0.68	Underload
Fuel man	0.46	Underload
Dump Truck Driver	1.29	Overload
Security 1	1.48	Overload
Security 2	1.20	Fit
Security 3	0.80	Underload
Security 4	0.92	Underload

*Source: data processed*

There are 5 (33.3%) employees with overloaded conditions, namely purchasing logistics, administration, heavy equipment mechanics, dump truck drivers, and



security. This shows that companies need to delegate tasks to employees with underload conditions. There are 7 employees with underload conditions (46.7%), namely the head of production, assistant foreman, helper, and 2 security personnel. The head of production has many tasks but falls into the underload category because he can complete the tasks quickly. The helper work unit is categorized as underload but it is in accordance with the duties of the company. At Gunung Makmur Nusantara Company, there are 3 (20%) employees with a fit FTE condition, namely the operator and security unit.

**Table 11 FTE Sales**

Sales Department	FTE	Information
Head of sales	1.44	Overload
Administration	1.43	Overload
Quality control	1.14	Fit
Heavy equipment mechanic	0.98	Underload
Helper	0.94	Underload
Operator 1	0.75	Underload
Operator 2	0.52	Underload

*Source: data processed*

In the sales department, there are 7 work units, namely the head of sales, administration, quality control, heavy equipment mechanics, helpers and operators. The head of sales is experiencing an overload condition with an fte value of 1.44 this is because the head of sales also helps the production process in the field such as monitoring the condition of heavy equipment and participating in the processblasting. For work units with underload conditions, namely heavy equipment mechanics, helpers and operators. Even though the job description made by the company is too simple, the heavy equipment and helper mechanical units are able to perform other additional tasks so that the workload conditions for these 2 employees are almost fit. Overall, for the sales department, 57.1% of employees are in an underload condition, so it is necessary to delegate duties in the sales department so that the performance is optimal.

The need and availability of human resources at the Joint Operating Mining

Company Aloma Wangi Company and GMN Company.

Analysis of the needs and availability of human resources at the joint operating mining company Aloma Wangi Company and GMN Company based on company division by considering the total FTE index and the workload that must be borne by employees for each division.

For all divisions, employees with underload workloads can make solutions to reduce employees or a review can be carried out related to the main responsibilities of this position. Restructuring of work can also be done or the transfer of responsibility from one part to another. For employees with an overloaded workload, the company can carry out manpower planning, namely by doing job sharing to employees who have the same scope and level of work in the job or doing work simplification, namely simplifying work by making each work component productive.

## **DISCUSSION**

The workloads of employees of the joint operation companies of Aloma Wangi Company and GMN Company are not yet suitable, most of the workloads of employees are in underload and overload conditions. The workload that has been obtained in this study will make it easier for companies to share tasks, assign and rotate employees. Employees will work more professionally because they have specialized and not odd jobs. Employees with an underload of work can be trusted by adding a bigger workload and responsibility. To achieve this goal, company management can do by dividing large jobs into small jobs. Large jobs tend to take a long time to complete. Dividing a large job into smaller jobs will make it lighter, especially if the work can be delegated to people who are experts in their fields. Then the company management can do it by measuring the target. After all is done, set overall targets, then work with department heads to determine which targets will be achieved in each department to each employee. Setting

realistic targets in this way will provide the needed motivation. When all the targets have been met, plan a celebration activity in the company as a moment for all employees to be able to relax and enjoy their success. then work with department heads to determine which targets to achieve in each department to each employee. Setting realistic targets in this way will provide the needed motivation. When all the targets have been met, plan a celebration activity in the company as a moment for all employees to be able to relax and enjoy their success. then work with department heads to determine which targets will be achieved in each department to each employee. Setting realistic targets in this way will provide the needed motivation. When all the targets have been met, plan a celebration activity in the company as a moment for all employees to be able to relax and enjoy their success.

## **CONCLUSION**

Based on the research results, it can be concluded that the workload of the employees of the joint operation companies Aloma Wangi Company and GMN Company are not yet appropriate, most of the workloads of employees are in underload and overload conditions. The workload that has been obtained in this study will make it easier for companies to share tasks, assign and rotate employees. Employees with overloaded workloads can be lightened by delegation so that they are better motivated to work. Then the availability of HR for all divisions is almost in accordance with the HR needs desired by the company. Placement of employees according to their needs and competencies will result in better performance for the company. Balanced availability and need for human resources will make employee performance optimal, effective and efficient. The suggestion that can be given is that the management of the joint operating company Aloma Wangi Company and GMN Company must be able to measure the workload of employees. Company management must divide the tasks, assign

and rotate employees so that the workload of employees is up to standard. Company management must be able to place employees according to the needs so that employee performance is optimal. Department managers must be able to measure the productivity and workload assigned to their subordinates so that department managers know how much the need for the number of employees in their respective departments. For further research in HR management planning using the AHP method, it is advisable to include other goals such as encouraging behavior. proactive, creating a harmonious working relationship and meeting the needs of competent work. and employee rotation so that the workload of employees is up to standard. Company management must be able to place employees according to the needs so that employee performance is optimal. Department managers must be able to measure the productivity and workload assigned to their subordinates so that department managers know how much the need for the number of employees in their respective departments. For further research in HR management planning using the AHP method, it is advisable to include other goals such as encouraging behavior. proactive, creating a harmonious working relationship and meeting the needs of competent work. and employee rotation so that the workload of employees is up to standard. Company management must be able to place employees according to the needs so that employee performance is optimal. Department managers must be able to measure the productivity and workload assigned to their subordinates so that department managers know how much the need for the number of employees in their respective departments. For further research in HR management planning using the AHP method, it is advisable to include other goals such as encouraging behavior. proactive, creating a harmonious working relationship and meeting the needs of competent work.

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