

Evaluation Of Human Resources Management in Improving (Case Study in Anugerah Aluminum Company Makassar Branch)

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Abstract. This research aims to evaluate the function of human resource management and provide suggestions and recommendations from the findings of weaknesses contained in the Makassar Aluminum Award. This research is a qualitative descriptive study. Data collection methods used in this study were documentation, observation, and interviews. The data analysis method used is qualitative analysis by describing the evaluation of the human resource management function based on the results of a comparison between conditions, criteria, causes, and effects. Based on the results of the study, it can be concluded that the activities of the human resource management function that have not been effective include the human resource planning process, employee selection and placement, employee training and development, and employee career planning and development.

Keywords: human resource management, employee, performance, evaluation

1 Introduction

Human resources are potential assets that function as capital (non-material/non-financial) in a business organization and can realize the potential and existence of the organization physically and non-physically. Human resources are the main assets that can make the company's operations run. Human resources will make other resources play a role in increasing the efficiency of the company. Without human resources, the mission and goals of the company cannot be achieved. Therefore, during the Covid-19 pandemic, companies must be more careful in planning and managing human resources appropriately to achieve the company's vision, mission and goals, as well as providing a high level of efficiency and effectiveness (Mursyidto 2014).

During the Covid 19 pandemic, companies still have to evaluate the management, implementation and control of human resource plans to ensure that the human resource function continues to run well and provides an adequate role to achieve company goals. Evaluation of the implementation and management of human resources is carried out through a management review of the human resources function.

This evaluation of the HR function can make an important contribution in maintaining the relationship between the HR department and technical and functional managers. HR management is the process of obtaining, training, assessing and compensating employees,

paying attention to their work relationships, in the areas of health, safety and justice. The importance of a management audit of HR can be seen from several angles. First, to achieve the objectives in various applicable legal provisions. Second, giving awards that focus on the principles of fairness, comparison and fairness. Third, to ensure effective, efficient and productive operation of employee activities. This evaluation is used to provide improvements to the implementation of HR to be better. The function of human resources can be increased if the internal control runs well to minimize errors that occur and to find out the components that need to be done to increase the company's effectiveness in achieving its goals (ANTI 2017).

This research will focus on the process of HR planning, recruitment, employee training and development, performance appraisal systems, occupational safety and health, employee job satisfaction, termination policies, at the Makassar branch of Anugerah Aluminum company during the Covid-19 pandemic. Anugerah Aluminum is an aluminum distributor company which is located at Jl. kw. Warehousing and industry Parangloe no.18, Kec. Tamalanrea, Makassar City. Anugerah Aluminum is led by a leader and has sections such as marketing coordinator, report administration, inventory mutation administration, warehouse coordinator for preparing goods orders, display coordinator, warehouse (Display), and warehouse (return).

During this pandemic, the effectiveness of HR must be considered in improving the company and in facing competition in the era of globalization, but during the covid-19 pandemic, Anugerah Aluminum experienced a decrease in the effectiveness of the HR function. The company does not provide employee training and development programs so that the employee's work potential does not increase, planning and employee career development are not considered so that the possibility of employee promotion is very small, employee complaints are not conveyed to the company so that there is no improvement effort to handle employee complaints, employee delays that continue to occur so that the company's operations run slowly.

1.1 Literature Review

Human Resource Management

Function the HR management function includes human resource planning (HR), employee recruitment, employee selection and placement, employee training and development, employee career planning and development, employee performance appraisal, employment relations and employee job satisfaction, policies compensation and remuneration for employees, occupational safety and health of employees, and termination of employment (PHK).

Planning for Human Resources

Yulita (2013) suggested that human resource planning as a process of determining the demand for labor based on the prediction, development, implementation and control of a comprehensive needs for the number of employees through organizational planning and puts employees appropriately and economically advantageous.

Benefits of Human Resource Planning

The benefits of HR planning in companies are:

- a. Helping company decision making better.
- b. Carry out better management to increase cost efficiency.
- c. Safer in terms of evaluating workers
- d. In diverse HR situations, plans can make the situation safer.
- e. There will be better improvements in the future.

Understanding Resources Audit

Soedarsa (2014) states that a human resource audit is "a comprehensive quality inspection activity of the activities carried out by a department or company and how these activities support the company's strategy. Human resource audit is a comprehensive examination of the quality of

HR activities through evaluations, departments or companies that emphasize increasing/enhancing activities, Amini (2015).

Therefore, in brief, a human resource audit is an assessment or evaluation of the activities of human resources (HR) in a company to check the efficiency and effectiveness of the company in achieving its goals, as well as provide advice on the shortcomings that exist in the company's HR. to improve employee performance and minimize the error rate that may occur.

Human Resources Audit Objectives

When conducting a human resource (HR) audit, there are several objectives to be achieved, namely:

- a. Evaluating the effectiveness of the existing HR function in the company.
- b. Assess whether the level of efficiency, effectiveness and economy of human resource (HR) programs/activities has been achieved.
- c. Ensure compliance with HR activities in accordance with the criteria, laws and policies that have been determined by the company.
- d. Identify whether there is still something that can be improved in human resource (HR) activities in order to contribute to the company.
- e. Provide suggestions for improvement to improve efficiency, effectiveness and savings in various activities of the company's human resources (HR).

Benefits of Human Resources Audit

According to William and Keith (2008: 61-62), conducting an HR audit has many benefits, including:

- a. Identifying the roles assigned by the HR department to the company.
- b. Improving the concept of professionalism by the human resources (HR) department within the company. Increasing the sense of responsibility and professionalism in the internal part of the company, especially in the HR department.
- c. Describe the responsibilities of the HR department in detail.
- d. Motivate agreement in policies and implementation of human resources (HR).
- e. Find errors that occur in the Human Resources (HR) department.
- f. Ensure compliance with standards, guidelines, laws and regulations in human resources (HR) practices.
- g. Make procedures more effective than previous procedures, to minimize human resource (HR) costs.
- h. Encourage the desire to change for the better in the HR department.
- i. Conduct a good assessment of the existing information system in the human resources department (HR) in order to increase.

Human Resources Audit Approach

Mursyidto (2014) There are three main methods in auditing HR, namely:

- a. Affirming compliance with applicable laws, regulations and criteria within the company.
- b. Assessing the suitability of the program being run with the company's goals to be achieved.
- c. Measuring the performance of programs implemented in the HR department.

Human Resources (HR) Audit Stages

In conducting management audits and HR audits, the stages to be taken are divided into five stages, namely:

- a. Preliminary Audit

At this stage the auditor will focus on finding background information and an overview of the audit object. The information obtained will guide the auditor to formulate the interim audit objectives. The objectives of the HR audit should be set beforehand, and an initial

survey is needed to get to know the conditions related to the audit subject, which still needs to be improved to support the company's success in the future. The purpose of this audit includes three elements, namely criteria, causes and effects.

- b. **Review and Testing of Management Control on Human Resources (HR) Programs/Activities**
The function of this system is to control processes so that they can operate more economically and efficiently while achieving company goals. In a human resources audit, the auditor needs to understand the objectives, quality, budget, work guidelines/methods, specifications and job descriptions, as well as the planned performance standards. conduct audits.
- c. **Follow-up Audit**
In the audit results to be obtained, the auditor will summarize the results and classify them into criteria, cause and effect, and the result. The results of each group will be analyzed to understand the problem. In this case, the auditor must be careful in compiling the survey results so that problems can be found in detail. From the various findings found, the auditor will provide suggestions to correct problems that have occurred so that they do not recur in the future.
- d. **Reporting**
Reports should be presented in easy-to-understand language. The audit report must contain clear background information, conclusions and audit findings to support the conclusions to be made. Recommendations should also be made to address existing deficiencies.
- e. **Follow-up**
Follow-up is the implementation of the auditor's recommendations to related parties. Management and auditors must mutually agree to make further improvements. Basically the follow-up decision making is entirely in the hands of management, but in practice the auditor will assist in the follow-up so that it can be followed up in accordance with the recommendations made to achieve its goals.

Basic Concepts of Effectiveness

Effectiveness is a measure of the extent to which the achievement of the entity's goals is planned and is a measure of output. Effectiveness is a measure that expresses how much the target has been achieved so far. Targets, targets achieved include: a) Quality b) Quantity. (Tsalasa). The basic concept of effectiveness in HR activities can be understood as the level of success or achievement of the company in achieving the planned goals and activities that have been identified, the utilization of the results of the activities that have been programmed and their impact on the achievement of company goals (Adni, 2014). Researchers emphasize the focus on the effectiveness of achieving company goals, utilizing planned results, programs against company goals. Therefore, when evaluating effectiveness, more emphasis is placed on managing the company's human resources in achieving its goals.

2 Research Methods

Research Location

The research location is the place or area that will be occupied by the researcher to conduct his research. This research was conducted at the Anugerah Aluminum distributor company which is located at Jl. kw. Warehousing and industry Parangloe no.18, Kec. Tamalanrea, Makassar City.

Types of Research

The type of research used in this research is descriptive qualitative with a case study approach. This qualitative descriptive research aims to raise facts, circumstances, variables, and phenomena that occur when the research takes place and present what they are.

Data Collection Methods

Methods used in data collection in this study are:

- a. Observation
Observation techniques are observations made directly on the object to be studied. (Effectiveness of the function of human resources at the Makassar branch of Anugerah Aluminum distributor company).
- b. Interview Techniques
Interviews are data collection techniques through meetings between researchers and respondents to exchange information related to problems related to the object of research. In this study, researchers conducted direct interviews with company owners so that the results of direct interviews with company owners would be used as an assessment in the study.
- c. Documentation Techniques
Documentation techniques are data collection obtained from records, reports, and documents contained in the Makassar branch of the Anugerah Aluminum distributor company, for example the location of the company, and a list of company employees.
- d. Questionnaire
The questionnaire is to provide a list of written questions that are arranged systematically to obtain accurate information from respondents. Researchers distributed 12 questionnaires to be filled out by employees at the Makassar branch of Anugerah Aluminum distributor company.

Data Analysis Techniques

The data analysis technique used in this study used a qualitative descriptive analysis method. Qualitative descriptive analysis method is to analyze, describe, and summarize various conditions, from various data collected in the form of interviews or observations about the problem being studied.

The steps to be taken in qualitative data analysis are:

- a. Determining Criteria (Criteria)
Criteria are the standards set to be a benchmark for the company's performance so that with the criteria it can be seen whether the problem exists or not.
- b. Explaining Conditions
Conditions are actions that actually occur in the company.
- c. Finding Causes
Causes are all actions that cause deviations between plans and realization.
- d. Concluding Effects
Effects are impacts that arise as a result of the implementation of causes whose results will be compared with predetermined criteria. The consequences can be positive or negative.

3 Results and Discussion

Human Resource

Planning HR planning is not clearly documented, and the HR planning program run by the company is still simple. This was obtained from the results of an interview with Mr. Alex as the leader of the company who stated, "For this problem the company does not have a documented HR planning procedure". Companies must have basic procedures governing HR planning programs. In addition, HR planning is not fully and clearly described and the availability of human resources that meet the qualifications desired by the company is due to unclear HR planning.

Recruitment of Human Resources

HR recruitment during the covid-19 pandemic is actually rarely carried out by companies, but the company PT. Anugerah Aluminum requires new employees to fill several work benches that are urgently needed by the company with the following process:

- a. The recruitment policy has been clearly documented
- b. The HR recruitment process is carried out when the company lacks employees or an unplanned layoff occurs.
- c. HR recruitment is seen from the applications that enter the company.
- d. CV of employees who are close to the company's qualifications to be recruited by the company.

The HR recruitment process already has a clear procedure, a CV that is close to the company's qualifications, who will be recruited. In addition, PT. Anugerah Aluminum has clearly documented the recruitment program. Through CVs of prospective employees, companies can see which prospective employees are in accordance with their wishes. Several candidates who apply make it easier for companies to see which prospective employees are good to recruit through the CVs of prospective employees.

HR Training and Development

The company does not carry out HR training and development, HR training and development programs are also currently difficult to carry out due to the covid-19 pandemic that occurred. "Our company does not run employee training and development programs during the covid-19 pandemic." (Alex, personal interview, March 11, 2021)

The company should conduct training and human resource development so that employee performance increases and in conducting employee training and development activities, companies must follow health protocols made by the government. In addition, the company did not run its HR training and development program during the Covid-19 pandemic which had an impact on the performance of PT. Anugerah Aluminum does not increase.

Employee Performance Assessment

Employee performance appraisal PT. Anugerah Aluminum already has a procedure, this assessment is carried out by looking at the discipline of its employees, the speed of completion of tasks and the presence of its employees, but the company does not yet have strict attendance, so there are some employees who often come late. Attendance by the company is just to see which employees are not there when working hours begin, so that if attendance monitoring is not carried out, some employees can take the opportunity to arrive late.

Companies should start making technology-based attendance for their employees, for example through computers or fingerprints, so that companies don't have to wait and monitor the arrival of their employees. With technology-based attendance, all employee attendance data must be clear, and the company's work is no longer hampered due to employee delays.

The company does not yet have a strict attendance system so that many employees have decreased discipline. "The assessment is carried out directly by the company's leadership by observing the performance of employees in the field, but there are still small shortcomings, namely absenteeism that is not yet technology-based." (Alex, personal interview, March 11, 2021). Employee discipline in terms of attendance is still not strict, so work slows down.

Occupational Safety and Health

PT. Anugerah Aluminum has provided safety procedures for its employees, Anugerah Aluminum has also provided health insurance for each of its employees. However, during the COVID-19 pandemic, there are still many employees who violate health protocols, which of course can endanger other people, including consumers. During the Covid-19 Pandemic, health protocols should be implemented so as not to endanger others, this of course can cause losses to the company if Covid-19 hits one of its employees. Health protocols during the covid-19 pandemic have not been confirmed to employees of PT. Aluminum Award.

"The company provides a comfortable and safe place and work environment, but, still during this pandemic, there are still many who do not comply with health protocols such as the use of masks' (Alex, personal interview, March 11, 2021). Covid-19 health protocol that has not been confirmed by the company could have a bad impact on companies and consumers, this is certainly dangerous for others.

Employee Job Satisfaction

The company already has standards regarding employee job satisfaction, employees are quite satisfied with the policies implemented. "Yes, we already have employee job satisfaction standards." (Alex, personal interview, March 11, 2021). Company PT. Anugerah Aluminum already has standards that regulate employee job satisfaction. The reason is that the company gives freedom of opinion to all employees both verbally and in writing. This can result in a good relationship, this can be seen from low employee turnover, employees always have enthusiasm for work, good relations between employees and the company. Every employee has high motivation to complete the existing work.

"Overall, employees have high productivity in completing their work on time". (Alex, personal interview, March 11, 2021)

Policy on Termination of Employment (PHK)

The company does not have a written rule regarding layoffs, but employees know their rights and obligations in case of layoffs of their own volition or not. "We don't have written regulations on layoffs yet, but employees know their rights and obligations if they happen." (Alex, personal interview, March 11, 2021)

Companies should have standards governing termination of employment. In addition, the company does not yet have a standard regarding layoff policies. This has an impact on activities on termination of employment that have been effective, however, there is a weakness in the absence of regulations governing the layoff procedures used. This situation can lead to misunderstandings between employees and the company if there is a unilateral layoff and one of the parties does not accept the decision.

3.1 Discussion

A very important function in the running of an organization is the HR function (Human Resources). Therefore, to find out how the contribution of the HR function runs, an assessment of HR programs is very important in running an organization/company. Furthermore, after going through an HR audit at the company PT. Anugerah Aluminum, it will be known the activities of the HR function running at Anugerah Aluminum. The following is a discussion of the HR function activities that take place at PT. Anugerah Aluminum:

a. HR Planning

Human Resource (HR) planning is the process of analyzing and determining the quality and quantity of the need and availability of human resources in order to complete various tasks in the company's activities. Planning is needed because with a plan, in achieving goals it becomes more structured, this planning helps management to respond better to technological, social and environmental changes. Planning requires management to determine organizational goals, because without organizational goals, effective control is impossible. HR planning at the Anugerah Aluminum company has not been running effectively because HR planning does not have a clearly documented procedure, therefore getting employees who are close to the company's qualifications becomes more difficult.

b. HR

Recruitment is a series of activities to find and attract job applicants who have the motivation, abilities, skills, and knowledge needed to cover the deficiencies experienced in personnel planning. The recruitment process at the Anugerah Aluminum company has been running effectively, this process has been documented even though it is simple. The requirements and qualifications for new employees are clear, a CV that is close to the qualifications and recruitment requirements is needed.

c. HR Training and Development

A training and development plan is a series of activities aimed at improving the knowledge, abilities, attitudes and performance of individuals, groups or the entire organization. This program aims to improve the expertise and quality of the human resources department in carrying out its duties and responsibilities. Anugerah Aluminum Company already has simple HR training and development, but during this pandemic period, this program cannot be continued, therefore PT. Anugerah Aluminum has not been effective yet, therefore it is difficult to improve the quality of its human resources during this pandemic.

d. Employee Performance Assessment

Performance appraisal is very useful for evaluating employee work, developing abilities, and motivating employees, in other words employee performance appraisal can measure employee potential. The general purpose of performance evaluation is to provide accurate information about the behavior and performance of organizational members. Employee performance appraisal has been running effectively, this assessment is carried out by looking at the discipline of its employees, the speed of completion of tasks and the presence of its employees, but the company does not yet have strict attendance, so there are some employees who often come late.

e. Occupational Health

Occupational health and safety show the physiological (physical) and psychological conditions of employees caused by the work environment and facilities provided by the company. If the company implements effective safety and health measures, it will prevent or reduce workers suffering from short- and long-term injuries or illnesses as a result of their work in the company. Protection of safety and health has been running effectively. The company has provided safety rules and provided health insurance for each of its employees, but the company should also comply more with health protocols during the COVID-19 pandemic so as not to endanger other people, including consumers.

f. Employee Job Satisfaction

Occupational safety and health show the physiological (physical) and psychological conditions of employees caused by the work environment and facilities provided by the company. If the company implements effective safety and health measures, it will prevent or

reduce workers suffering from short- and long-term injuries or illnesses as a result of their work in the company.

The relationship between management and employees in the company PT. Anugerah Aluminum is well woven. The company has given freedom of opinion to all employees, both verbally and in writing. This good relationship can be seen from the employees who always have enthusiasm at work. Every employee has high motivation to complete the existing work.

g. Termination of Employment Policy (PHK)

Termination of employment occurs when the employment relationship ends due to a certain matter which results in the termination of rights and obligations between the employee and the company. Termination of employment can occur, among others, because the worker dies, resigns, ends his working period, the employee does not achieve the work performance set by the company, suffers from a prolonged illness, the company closes, the employee violates company regulations, and so on.

Activities on termination of employment have been effective but the company does not yet have clear standards regarding layoff policies. Employees know their rights and obligations in the event of a layoff of their own free will or not.

4 Conclusion

After conducting an analysis of research on auditing the function of Human Resources (HR) at the Anugerah Aluminum company, the conclusions from this study are as follows:

- a. HR planning at the Anugerah Aluminum company has not run effectively because HR planning does not have a documented procedure. Obviously, therefore, getting employees who are close to the qualifications of the company becomes more difficult.
- b. The recruitment process at the Anugerah Aluminum company has been running effectively, this process has been documented even though it is simple. The requirements and qualifications for new employees are clear, a CV that is close to the qualifications and recruitment requirements is needed.
- c. During this pandemic period, this program cannot be continued, therefore the training and development of Anugerah Aluminum's HR has not been effective, therefore the quality of its HR expertise is difficult to increase during this pandemic.
- d. Employee performance appraisal has been running effectively, this assessment is carried out by looking at the discipline of its employees, the speed of completion of tasks and the presence of its employees, but the company should have strict attendance, so as to minimize delays.
- e. Protection of safety and health has been running effectively. The company has provided safety rules and provides health insurance for each of its employees.
- f. The relationship between management and employees at Anugerah Aluminum is effective. The company has given freedom of opinion to all employees, both orally and in writing.
- g. The termination policy at the Anugerah Aluminum company has been effective but the company does not yet have a clear standard regarding the layoff policy. This is indicated by employees who know their rights and obligations in the event of layoffs of their own free will or not.

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