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Human Resource Procurement Strategy in Empowering Local Labor in Luwu District (Case Study of PT. Bumi Mineral Sulawesi)

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Abstract. *This study aims to analyze the strategy of human resource procurement through forecasting needs and recruitment and selection carried out by PT. Bumi Mineral Sulawesi. This type of research is descriptive with a qualitative approach using case studies. The informants in this study amounted to 8 people. The data collection techniques used were Observation, interviews, documentary techniques and field note techniques. Data analysis in this study was Data condensing, data display and drawing conclusions. The results of the study showed that in the process of forecasting workforce needs at PT. BMS uses two methods, namely: the Delphi technique for forecasting production activities, where the company in this case uses mining production experts from China in compiling the Man Power Planning production. In the recruitment and selection process, the company also uses two methods, namely: open recruitment for skilled workers, where job posting is done online. In the company there are several rules or policies that apply in efforts to empower local workers. In terms of workforce placement, it is carried out with the principles of humanity, justice, objectivity, efficiency and effectiveness, which are carried out in accordance with job postings after going through selection.*

Keywords: *Procurement, Human Resources, Empowerment*

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INTRODUCTION

According to Septiana et al. (2023), human resources in an organization consist of all efforts, skills or abilities of all people who work in an organization. Some organizations refer to human resources as staff or labor or workers or employees, but the basic meaning remains the same (Surachman, 2023). Everyone who works for an organization is a worker. However, organizations may call those who do manual work as workers and describe others who do non-job work as staff. (Pratiwi, 2020). Workforce planning is a specific step taken by management to further ensure that the organization has the right workforce to occupy various positions, positions and jobs that are right and at the right time, all in order to achieve the goals and various targets that have been and will be set (Setyadarma et al., 2021)

One of the problems faced by the Government to date is the open unemployment rate (TPT) which is still quite high, this also occurs on a smaller scale, namely the Regency Government (Ristika et al., 2021). From the data collected from the official website of the Central Statistics Agency (BPS), it shows that the TPT data in the last 5 (five) years in Luwu Regency has fluctuated, in 2020 it was in the range of 4.94%, in 2021 it increased significantly to 6.26%, in 2022 it fell to 5.83%, in 2023 it fell to 5.4% and in 2024 the August period was 4.82%.

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According to the book issued by the Central Statistics Agency (BPS) on the 2021 People's Welfare Indicators, it is explained that the dimension of employment opportunities describes empowerment, namely how much of the working age population and workforce can be absorbed into the world of work. Furthermore, the Covid-19 pandemic has caused an increase in the Open Unemployment Rate (TPT), which means a decrease in the Labor Force Participation Rate (TPAK) and the ratio of the workforce to the population / Employment to Population Ratio (EPR) (Qomariyah, 2022) as well as the absorption of labor in labor-intensive business sectors such as the processing industry. This illustrates that TPT is a multiplier effect problem, which if not resolved as soon as possible will cause new problems in other sectors. Based on news quoted from the setneg.go.id page (11/15/2024) President Prabowo said at the APEC CEO SUMMIT, "Indonesia is open to more business. I am determined to protect all investments to provide favorable economic conditions and be involved in major world economic organizations to create shared prosperity".

The government's concern regarding investment friendliness, one of the goals of which is to open up as many job opportunities as possible, is one of the efforts made to resolve the TPT problem. If the direction of this policy cannot be translated properly by every level of government, including the Regional Government, especially in empowering the local workforce where the company is located, then it is not impossible that the economic disparity between individuals in society will remain wide open (Nursalim, 2021). The private sector, especially companies, has a human resource management function which is the efficient and effective utilization of a number of individuals and can be used optimally to achieve goals (Widaningsih et al., 2020). According to Hasibuan in (Mukhlison Effendi, 2021) explains that in the function of human resource management, human resource procurement is included in the operational function which is the process of recruitment, selection, placement, orientation and induction to obtain employees who are in accordance with the company's needs.

This stage is very important to ensure that the costs incurred by the company in employee operations are appropriate, in addition, the employees obtained are also able to carry out their functions properly (Winovsky et al., 2023). Quoting from the Book of Luwu Regency in Figures 2021 issued by the BPS of Luwu Regency (3,2021), Luwu Regency is one of the areas in South Sulawesi Province with a location of 2.34'.452'-3.30,302' South Latitude and 120.21.15 "2-121.43,112 East Longitude, with an area of 3,000.25. Furthermore, the potential natural resources owned by Luwu Regency include: agriculture, forestry, livestock and fisheries (Marwati et al., 2013).

In addition, there are class C mining such as: sand / gravel, stone, tasirtu and crushed stone, as well as class B mining potential such as gold, iron ore and galena. Topographically, Luwu Regency is located in Bone Bay with a coastline of 139.92 km and land that is topographically divided into: flat land covering an area of 42,094.88 Ha, undulating 29,696 Ha and Steep covering an area of 31,570 Ha. Through several indicators, Luwu Regency is known by the slogan "Wanua Mappatuo Na Ewai Alena" or a fertile area rich in natural resources and able to support itself.

The wealth of natural resources and its strategic geographical location invite investors to compete to process the natural wealth of Luwu Regency. Through data obtained from the Manpower and Transmigration Office of Luwu Regency (DISNAKER KAB.LUWU), the number of companies in the form of Limited Liability Companies (PT) in Luwu Regency until 2022 has reached 46, consisting of 16 types of companies, namely: 1 (one) processing industry, 2 (two) mining, 4 (four) general trade, 1 (one) distributor and logistics of paint and furniture, 11 (eleven) fuel distribution, 1 (one) fish storage, 11 (eleven) financial services, 1 (one) motorcycle sales, 1 (one) energy business, 2 (two) SPBE, 2 (two) electricity, 1 (one) chocolate processing industry, 1 (one) TBBM outsourcing, 1 (one) telecommunications, 2 (two) hydroelectric power plants, 1 (one) delivery service, 1 (one) Pertamina gas station, 1 (one) rice processing.

The investments mentioned above, the existence of mining companies that have the most appeal to be discussed by the community in Luwu Regency, considering that the amount of

investment that will be invested in each location is quite large and one of the topics of conversation among the people of Luwu Regency is PT. Bumi Mineral Sulawesi (PT.BMS). From the results of the news delivered by the Site Manager of PT.BMS (Zulkarnaen) through SINDONEWS.com that:

> *"PT. BMS has a vision and mission until 2030 to have 14 furnaces or 14 smelters, for the management of nickel resources which are mining resources from Southeast Sulawesi. For the first ferronickel furnace with a production capacity of 33,000 tons per year, it is targeted to be completed in 2023 and for the second nickel sulfate furnace with a production capacity of 60,000 tons per year, it will be completed in mid-2024."*

PT. BMS is one of the companies engaged in nickel mineral mining, implementing a sustainable development plan that is in line with government policy in increasing the added value of national mining export goods. In addition, the company's objectives are set to realize technology transfer and encourage innovation efforts in mineral processing technology, both upstream and downstream. Law Number: 4 of 2009 concerning Mineral and Coal Mining mandates the importance of carrying out refining processing on metal minerals, therefore the government requires mining companies to establish smelters with the aim of making derivative products from mining products before being exported abroad.

The existence of the smelter, it is expected to increase investment which of course will require employees through the HR procurement process. According to the Site Manager of PT.BMS, "the smelter is located in 3 villages in Bua District, Bukit Harapan Village, Toddopuli Village and Karang-karangan Village. The existence of PT.BMS itself is a breath of fresh air for the Regional Government and the community, in addition to opening up large employment opportunities, on the other hand, the multiplier effect economy that is created for the community can certainly also be very large.

The need for employees, which is estimated at up to 5,000 people, is a breath of fresh air for job seekers, both local (outside Luwu Regency) and from outside. The Luwu Regency Regional Government has made efforts to ensure that local workers in the area can be absorbed through the human resource procurement process that will be carried out by investors, by issuing Luwu Regency Regional Regulation Number: 03 of 2020 concerning Investment in Article 26 paragraph (1) which states that: "Investment Companies in meeting the need for Manpower must prioritize Local Workers", while the local workers referred to are workers who are domiciled in the Luwu Regency area.

The problem that is then faced by the company is related to the capability of the local workforce itself, whether it is in accordance with the company's needs or not? Based on observations made, that in the current condition PT. BMS is in the construction phase which requires more qualified workers in terms of expertise, skills and experience. This is intended so that the results obtained are also of quality which has an impact on the satisfaction of the project owner in accordance with the specification requirements as stated in the contract document.

The expertise of the workforce needed during the construction period is generally divided into four types, namely Foreman, Chief Craftsman, Craftsman and Worker (SNI 2002). According to sources from local community leaders, another problem that occurs in the procurement process is related to the recruitment process which sometimes does not follow existing procedures, such as involving the regional government such as the Sub-district Head and Village Head in determining who is entitled to participate in the recruitment process or in other words it is very possible that there will be corrupt practices that result in the unprofessionalism of prospective employees who will register. The company itself stated that this was done to accommodate local workers and on the other hand can facilitate the process of implementing several activities that are directly related to the surrounding community.

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METHODS

This study uses a qualitative approach that aims to understand the phenomenon in depth, such as the behavior, perspective, and motivation of the research subjects, which are presented in the form of natural narratives without using numbers (Rezky et al., 2022). The type of research used is a case study, because the researcher wants to explore in detail the problems that occur at PT. Bumi Mineral Sulawesi, especially related to the empowerment of local workers, with a sustainable and multi-method approach (Napsiyah et al., 2024). The location of the research is at the office and smelter of PT. Bumi Mineral Sulawesi and the Luwu Regency Government Office, with an implementation time of two months, namely from September to October 2022, but flexible if possible to be done shorter. The informants in this study were determined based on the categorization of Nur & Utami (2022), namely key informants who understand the problem thoroughly, key informants who have strategic positions such as organizational leaders, and supporting informants who are willing to share knowledge. The data collection techniques used include observation (both involved and in-depth) to record symptoms that appear directly, interviews with adapted guidelines but open to free dialogue so that the natural process is maintained, documentation of relevant organizational data and archives, and descriptive field notes on experiences and findings that occur during the research.

Data Analysis Techniques

Qualitative data analysis is iterative, in contrast to quantitative data analysis which tends to be linear. This shows that there is a relationship and repetition between the data collection and data analysis processes (Widiatmoko, 2015). According to Miles and Huberman (in Samiaji Sarosa, 2021), the stages of qualitative data analysis consist of three main steps. First, compressing data (or data reduction), which is the process of selecting, focusing, simplifying, summarizing, and transforming raw data to make it more focused. Second, presenting condensed data into a systematic form, such as a matrix, graph, or narrative, to make it easier to draw conclusions. Third, drawing and verifying conclusions, which is summarizing the research results and ensuring that the conclusions are truly supported by the data that has been collected and analyzed in depth.

RESULTS AND DISCUSSION

Human Resource Needs Forecasting PT.BMS

PT.BMS is a company that has just started operating in the mining processing sector, which started in 2014. Forecasting needs is done in two ways, namely long-term and short-term. For the long term, the estimation mechanism is in accordance with the needs at each stage of the company's activities. In addition, previously the company also conducted several study tours to companies that had previously entered the mining world in order to obtain as much information as possible including the job descriptions needed by each division at each stage of the company's activities. As quoted from the Site Manager's statement:

> *"We just started in 2014, so in the beginning we did a lot of study, one of which was to Antam to fix the organizational structure and the number of employees needed. If now we have one factory running, we can estimate it.".*

To run the company's functions properly, PT.BMS divides 2 (two) types of activities consisting of production activities and construction activities. Until now, several construction activities have been completed and entered the production stage, namely the first Ferronickel factory I.

Production Activities

In the production activities of Ferronickel Smelter Factory I, it is led by a Factory Manager who oversees 7 (seven) divisions included in the company's organizational structure, as follows: (1) Factory Department which is tasked with managing and coordinating production operational activities: requires 44 workers; (2) Chief smelting workshop: tasked with managing the smelting

machine employing 61 employees; (3) Chief Operation and Maintenance consists of two people who are tasked with maintaining and operating factory equipment and facilities.

This sub-division employs 56 workers; (4) Chief storage and transportation consists of 1 person who is tasked with ensuring that logistics and transportation equipment to be used are available properly. This sub-division employs 48 people; (5) Chief raw material preparation consists of 1 person who is tasked with preparing the handling of raw materials and managing their administration. Employs 96 workers; (6) Chief raw and aux consists of 1 person and employs 56 workers; (7) Supporting consists of 1 person who is tasked with assisting all sub-divisions if needed, employing 67 workers.

If we look at the composition of the workforce in the organizational structure, PT.BMS has employed 428 workers with details of 124 employees and 304 outsourcing. The demand for workers in production activities is expected to continue to increase considering that PT.BMS is currently completing the construction process of Factory II, namely the Nickel Sulfate Batrey grade Smelter and will be continued in factories three and four. However, the forecasting of Factory II needs still uses the same structural pattern as the first factory. As conveyed by the Factory Manager:

> *"The need for workers for Factory One is already backlogged because it is already running and all have been fulfilled. Now we are waiting for Factory Two to be completed before we request more employees. So for the time being, we are preparing the picture like Factory One yesterday."*

In accordance with the stagnant production activities of PT.BMS, it affects the forecasting of needs which tend to be long-term and almost no change, so that the basis for forecasting the need for labor in production is stated in the Man Power Planning Document which is formulated based on the analysis of the calculation of production labor needs by smelter experts from China, the needs are also adjusted to the amount of production to be achieved by the company. As conveyed by the Factory Manager:

> *"Employees in production are based on the MPP prepared by the production expert team from China, everything is complete there including the number, job descriptions and requirements of each and that is for the long term. Unless additional, it can be added from the division that is produced. That's why we will use employees who have worked as long as possible if there are no violations. But for now, not all of them can be fulfilled according to the MPP because of cost efficiency, there are still several similar job descriptions that are done by one person."*

The long-term forecasting pattern in production activities also aims to make the company's costs more efficient in empowering human resources, considering that the process of replacing workers in the short term in production activities can hinder the rate of production results that were previously running.

Construction Activities

If production activities have Man Power Planning documents, it is different from construction activities, this is because the nature of construction activities is temporary. The stages of completion of activities in construction activities also tend to change according to progress and needs. As conveyed by the Site Manager of PT. BMS:

> *"In construction, there is no fixed structure because the needs change depending on the volume of work, and it is also not as detailed as Production. That's why it's just the lowest level of work. In Production, there are certain job descriptions, such as worker A's job is this, worker B's job is this. In construction, they are given the name helper, their job is according to what is ordered at that time. That's why we have employee needs according to field conditions and the time schedule determined by the company. If it is accelerated, we will automatically add people."*

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As quoted from the statement of the head of the HRD division:

"For construction, there are 6 (six) divisions: K3, legal, mechanic, mechanical, engineer and enviro. Each division head is in charge of a supervisor, the supervisor is in charge of a foreman, the foreman is in charge of a craftsman, the craftsman is in charge of a helper'. But the conditions are all according to needs, such as the enviro division was suddenly formed yesterday, to handle environmental problems".

If viewed from the side of the activity stages, PT.BMS is divided into 2 (two) stages where each stage is attempted to build 2 furnaces (smelters), so that the number of smelters expected to be built is 4 smelters, with details: 1 (one) ferro nickel smelter and 3 (three) battery grade nickel sulfate smelters. In the planning stage I of PT.BMS, most of the construction activities were carried out on 2 smelters. Several supporting facility constructions have also been completed as follows: (1) Production / OEM (Original Equipment Manufacturer) of ferronickel smelter with a production capacity of 33,000 tons per year; (2) Construction of nickel sulfate smelter with a capacity of 31,400 tons per year (progress 90%) estimated to be completed in 2025; (3) Operation of Private Pier (jetty) for easy mobilization facilities; (4) Flyover as a connecting road between the factory and the jetty; (5) Operation of Lengkopini Dam which functions to store water used to cool factory slag (waste); (6) 150 kV electricity transmission as many as 78 towers. The number of workers who have worked at PT.BMS is currently 1,440 people with details in the construction area of 1,061 people and in factory production I (first) of 379 people, which is described in the following table.:

Table 1. Number of Workers Based on Phase I Activities

Construction		
Work Area	Total	Percentage
Smelter Nickel Sulfat P2	1.061 People	73,68 %
Production/ Factory 1Skef Feronikel 21.000 Kva		
Work Area	Total	Percentage
Factory Manager	379 People	26,32%
Total	1.440 People	100%

Source: Man Power Planning document PT.BMS

Forecasting needs in production activities using Man Power Planning, which is compiled by placing several production experts who are technically proficient in nickel mining. This is done because the nature of labor needs in production tends to be static and long-term. Adjustments to labor needs are made if there is an increase in production capacity or an increase in the number of factories. This method is commonly known as the Delphi technique, this method is used considering that PT.BMS is a company that is new to mining and does not yet understand the mechanization of nickel mining production.

Forecasting needs in construction activities is adjusted to the company's work stages which tend to be dynamic and temporary, so there are no special documents that describe the structure. Each level of each division submits its proposal according to the needs or in other words using the work study method. By following the construction stages, the need for labor will be more effective and efficient.

Recruitment and Selection

The recruitment mechanism at PT.BMS begins with determining the needs, namely based on the Manpower Planning document applicable to production activities. And for construction activities, the determination of needs is determined through each division head according to the stages of activity (Sujatmiko ET AL., 2024). The completed and signed PR is then submitted to the HRD division to then make a job vacancy announcement on official online media and also submit it to the local Sub-district Head and Village Head, especially in the Bua District area as a company

ring. This is intended to make the company's budget more efficient. As conveyed by the Head of the HRD (Human Resources Development) Division of PT.BMS as follows:

> *"Recruitment in the company starts from determining the needs, we take it from the MPP to be forwarded to the selection stage, then if it has been fulfilled, we wait for the division's request which is adjusted to the stages of each activity. It uses the PR format. The contents are the type, number, age, education and others, later we will just see in the format. If it has been signed, then we will process it and make an announcement in the media with the government in Bua District."*

At the recruitment stage, there are basic differences in submitting needs between production and construction, if the demand from production is based on Man Power Planning while for construction activities it is directly proposed by each division. In addition, differences also occur in the types of skilled and non-skilled workers, submission of job vacancies for non-skilled is done by submitting information to the Manpower and Transmigration Office of Luwu Regency, the District Government and the Village Government as Ring one of the company which is forwarded to its citizens, after the application files are fulfilled, they are submitted directly to the PT.BMS Office through the HRD Division.

In the process of recruiting workers, the company divides the factory area into four rings, this is done to make it easier to classify the recruitment area for workers according to the company's needs. Recruitment for non-skilled workers is mostly prepared from local workers, this is done to reduce the company's costs for financing workers when accepted, so the selection process is also not as complete as recruitment for skilled workers.

The company emphasizes more professionalism in recruiting skilled workers, especially those who will work in production (Nugraheni & Wijaya, 2017). This is done to find competent workers who can work as long as possible in the company. The selection process for skilled workers is also quite strict because they have to pass psychological tests and medical check-ups which are not available in the selection of non-skilled workers. The company contracts with several foreign workers (TKA) from China who handle special construction on machines and production, considering that the machine components used come from that country.

However, the company includes a clause on the transfer of knowledge and transfer of technology to domestic workers. If the transfer of technology has been carried out, the contract with the TKA will no longer be extended. The company negotiates the initial salary for workers who will be accepted and becomes an important point in decision making during the selection. The company also classifies the contract period, especially for contract workers, for non-skilled workers will be contracted for three months and will be extended according to the needs and performance of the workers, for skilled workers in construction are contracted longer, namely six months to one year.

Forecasting Needs

The HR needs forecasting strategy implemented by PT. Bumi Mineral Sulawesi (PT. BMS) reflects the integration of a long-term, data-based approach and industry trends with a flexible approach that is responsive to field conditions. For production activities, PT. BMS uses forecasting principles, although without using the ARIMA statistical model directly. The company prepares Man Power Planning (MPP) based on historical data and benchmarking against similar companies, such as PT. Antam, and involves experts through the Delphi method. This approach emphasizes cost efficiency and long-term operational stability. On the other hand, in construction activities, PT. BMS implements a more flexible and adaptive strategy, where each division submits HR needs according to project developments and field conditions, without relying on rigid planning documents.

In addition to forecasting HR needs, PT. BMS also carries out an effective and planned HR procurement process through the stages of recruitment, selection, and placement according to competency, in line with the principles of Susilastika & Christiawan (2021). The company also

shows attention to the match between roles and competencies, especially in construction activities involving specific divisions such as environment, legal, K3, and mechanics (Møller et l., 2021). This strategy shows that PT. BMS is not only pursuing the fulfillment of the number of workers, but also the quality and suitability of individuals in supporting operational goals. Overall, the combination of long-term and flexible approaches implemented by PT. BMS shows a commitment to sustainable, adaptive HR management, and in line with theories and best practices in HR management as explained by Noerdin & Robert, (2021).

Recruitment and Selection

The recruitment and selection strategy for workers implemented by PT. Bumi Mineral Sulawesi (PT. BMS) as well as classical theories in HR management. PT. BMS applies an organized, transparent, and adaptive recruitment approach according to the characteristics of the production and construction sectors. Charles & Florah (2021) said that, the selection process in the production sector involves various strict stages such as written, practical, medical, and psychological tests, reflecting the importance of technical skills and physical and mental readiness of prospective workers. Meanwhile, the construction sector applies a more flexible selection to accommodate the temporary nature of the work (Hanafi et al., 2022). This needs-based approach demonstrates the company's ability to make contextual strategy adjustments, including through the Purchase Requisition (PR) mechanism, as well as demonstrating a commitment to empowering local communities through the division of recruitment areas based on geographic rings.

In addition, PT. BMS also demonstrates compliance with the principles of qualification-based selection and placement. The company differentiates the selection approach between permanent and temporary work sectors to improve efficiency and productivity (Consiglio et al., 2016). The challenge in the availability of local workers with technical expertise is overcome through the recruitment of foreign workers (TKA) with the obligation to transfer knowledge, which reflects a long-term orientation towards local human resource development. This strategy is in line with the views of Simamora, Rivai, and Preffer regarding the importance of strategic recruitment to support sustainable competitive advantage. The selection process is also carried out with the principles of accuracy, fairness, and confidence, as explained by Hasibuan and Ahmad, and is supported by managerial professionalism and HR staff skills. Overall, PT. BMS's strategy reflects the integration of theory and practice, as well as a commitment to building a competent, inclusive, and sustainable HR system.

CONCLUSION

In the process of forecasting workforce needs at PT. BMS uses two methods, namely: the Delphi technique for forecasting in production activities, where the company in this case uses mining production experts from China in compiling the Man Power Planning for production, considering that there are no domestic nickel smelter mining experts. The forecasting technique used in construction activities is using the work study method where the analysis of the completion time of the work is the basis for making estimates of the need for labor by each division. In the recruitment and selection process, the company also uses two methods, namely: open recruitment for skilled workers, where job posting is done online. For non-skilled workers, using closed recruitment, where the company cooperates with the local government in disseminating information. In addition, there is a difference in the selection process where the stages for skilled workers are more complete than for non-skilled workers, the company in this case prepares skilled workers who can work in the long term, especially for skilled workers in production work.

SUGGESTION

Accelerate the process of cooperation with the Manpower and Transmigration Office of Luwu Regency in improving the competence of prospective local workers. Prioritize local outsourcing companies in the process of procuring human resources, considering that local companies will

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better understand the character and competence of prospective local workers. Conduct an evaluation of the process of providing workers carried out by the sub-district and village governments, considering that recommendations issued by the village and sub-district governments have the potential to be misused.

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