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Design of Job Grading Model in Operational Division of PT. Antariksa Anugrah Perkasa

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Abstract: ***Along with the development of the logistics industry, PT Antariksa Anugrah Perkasa as a logistics company that provides freight forwarding services with relative prices, where to obtain a good logistics quality required good quality of employees. To get employees with capabilities that match the required by the logistics department, work analysis is needed which can be used as a reference to classify the work that the results can be processed into grades or grades. So, the purpose of this study is to get a decent job grading design to be applied in the logistics section. This research used qualitative explorative and descriptive methods. For data collection, it used interviews to informants and observations in PT Antariksa Anugrah Perkasa. The type of data was primary data and to process the data types that have been obtained, researchers referred to Job Grading system which is Decision Band Method.***

Index Terms: Job Grading, Job Classification, Logistic, Decision Band Method

I. INTRODUCTION

Human Resources is the main factor of economic growth, development, and competitiveness, which will be the capital for the company to achieve the goals and success of the company. The quality of human resources in the company must be considered because with competent human resources will produce output well.

Country	OVERALL INDEX		CAPACITY SUBINDEX		DEPLOYMENT SUBINDEX		DEVELOPMENT SUBINDEX		KNOW-HOW SUBINDEX	
	Score	Rank	Score	Rank	Score	Rank	Score	Rank	Score	Rank
Norway	77.12	1	80.46	13	73.18	24	82.63	6	72.22	6
Finland	77.07	2	81.05	8	65.09	68	88.51	1	73.62	2
Switzerland	76.48	3	76.36	28	69.12	42	84.87	2	75.57	1
United States	74.84	4	78.18	22	68.72	43	83.45	4	68.99	13
Denmark	74.40	5	79.37	16	71.41	34	78.65	14	68.18	17
Germany	74.30	6	76.33	29	69.52	40	79.38	12	71.96	7
New Zealand	74.14	7	78.92	18	72.76	27	80.38	8	64.50	22
Sweden	73.95	8	76.21	31	69.60	39	77.10	16	72.89	3
Slovenia	73.33	9	81.10	7	65.90	64	79.21	13	67.10	18
Austria	73.29	10	73.71	45	68.00	44	81.53	7	69.92	11
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Indonesia	62.19	65	69.72	64	61.58	82	67.24	53	50.21	80

Fig. 1. Data on Quality of Global Human Resources

Source: World Economic Forum (compiled), 2017

As reported by the World Economic Forum in 2017 the quality of the best human resources was occupied by Norway in the first rank with a score of 77.12 while Indonesia was ranked 65 out of a total of 130 countries with a score of 62.19. The quality of human resources was a factor in productivity a company.

The quality of good human resources is needed in industries, including the logistics industry. Currently, the logistics industry is one of the pillars of economic growth in a country because with a good logistical performance in trade, it can help economic growth and the competitiveness of a country. The logistics industry is also one of the business sectors that have a high growth rate along with the improving economic level of Indonesia. Logistics companies in Indonesia have a significant influence on the Indonesian economy, because one of the country's foreign exchange earnings is from exports and export activities has a very close relationship with the logistics industry. One of the most frequently used means of transportation to export is by sea. Indonesia uses five main ports for export activities. According to the data conveyed by the statistical center processed by the Indonesian supply chain, five main ports in Indonesia are Belawan, Tanjung Priok, Tanjung Perak, Balikpapan, and Ujung Pandang. In 2011 to 2015 the largest export volume was occupied by Balikpapan which amounted to 16.449 tons in 2014.

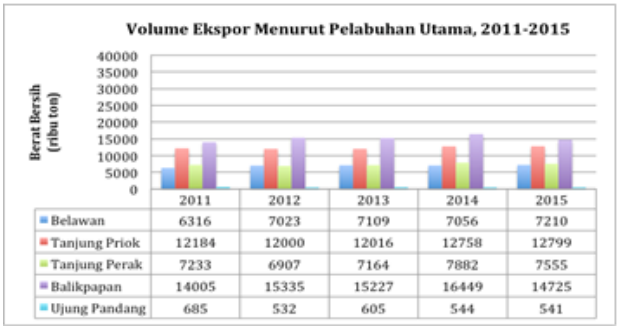

Fig. 2. Data on Export Volume by Major Ports
Source: Badan Pusat Statistik processed by Supply Chain Indonesia (compiled), 2017

Besides using ships, logistics companies also use airplanes to send goods from one destination to another. Indonesia has five airports that are used as cargo shipping locations, namely, Polonia Airport in Medan, Soekarno Hatta in Tangerang, Juanda in Surabaya, Ngurah Rai in Bali, and Hasanudin in Makassar.

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From five domestic cargo airports in Indonesia, Soekarno Hatta airport has the largest number from 2013 to 2017, with 223,517 tons in 2017. The logistics and transportation industry are one of the business sectors that has a high growth rate along with the increasingly economic level of Indonesia. Therefore, this development should be balanced with the quality of good human resources tomake the Indonesian logistics and transportation industry competitive in the global market. To have employees with abilities that follow the needs of the company, a good and appropriate job classification system is needed. Some logistics companies in Indonesia do not yet have a good classification system, especially in the logistics department, because the logistics department employees are the most important part of the logistics company.

Volume Ekspor Menurut Bandara Utama

BANDARA UTAMA (TON)	2013	2014	2015	2016	2017
Polonia	17,996	16,110	14,893	17,298	21,744
Soekarno-Hatta	220,334	220,748	210,889	202,870	223,517
Juanda	48,327	45,936	44,756	46,043	45,485
Ngurah Rai	6,270	3,601	5,612	10,748	14,941
Hasanudin	25,049	23,450	26,090	31,714	35,113

Fig. 3. Export Data According to the Main Airport Source: Badan Pusat Statistik (compiled), 2017

A. Problem Formulation

(i) What is the mapping of the work currently running in the operational division of PT. Antariksa Anugrah Perkasa?
(ii) How is the classification of jobs in the operational division of PT. Antariksa Anugrah Perkasa?
(iii) How to design a Job Grading model that can be applied to the operational part of PT. Antariksa Anugrah Perkasa?

B. Research Purposes

(i) Knowing the mapping of work currently running in the operational division of PT. Antariksa Anugrah Perkasa
(ii) Knowing the job classification in the operational division at PT. Antariksa Anugrah Perkasa
(iii) Provide a job grading system design that can be applied to operational divisions at PT. Antariksa Anugrah Perkasa.

C. State of The Art

Journal	Method	Results	Application
Fulvian A. Lukito, Debora Anne. 2014. Penentuan *Job Grading* di PT X. Jurnal Titra	Determination of job grading at PT X uses the point determination method. Determination of factors, sub-factors, and levels using factors set by the company. Factors that influence the payroll system are know-how, area of responsibility, problem solving, and working conditions.	Job evaluation method that produces job grading produces 8 grades for each layer. Job evaluation methods that are processed from the results of points produce grades from a job that can determine whether a position is appropriate.	Job grading determination starts with job analysis and job description. Detailed job descriptions are used as a reference as the initial stage for job grading.
Bruce Lawson & Sandra Spellman, 2015. *Classification Study Reports of The Judicial Council of California.*	Determination Classification of work in this study uses the DBM method or Decision Band Method where work is classified into six "bands" according to the characteristics of decision-making required by the job. There are three steps in this method, namely Appeal, Grading, and Subgrade.	The job classification structure that has been proposed to staff of the Judicial Council of California consolidating the current 184 job classifications which originally consisted of 69 job classifications increased to a total of 83 job classifications based on discussion.	Using the DBM (Decision Band Method) Method, to classify jobs by entering a job into one of six "bands" and then doing job grading according to DBM provisions.

II. RESEARCH METHODOLOGY

This study used qualitative method. According to Siyoto and Sodik (2015: 14), qualitative research is intended to understand social phenomena from the perspective of participants; participants are people who are invited to interview, observed, asked to provide data, opinions, thoughts, and perceptions. According to Creswell in Noor (2016: 34), qualitative research is a complex picture, examining words, detailed reports from the views of respondents, and conducting studies on natural situations. This type of research is a case study.

Case study research is a process of collecting data and information in depth, detail, intensive, holistic, and systematic about people, events, social settings, or groups by using various methods and techniques as well as many sources of information. It is to understand effectively how people, events, social settings operate or function according to the context. The unit of analysis in the study uses a time horizon or the time dimension used is cross-sectional. Cross-sectional is a study that can be done with data that only once collected, perhaps daily, weekly, or monthly, to answer the research question (Noor, 2016: 111).

A. Types and Data Sources

The data sources in this study are secondary data and primary data. Secondary data is data that obtained or collected by researchers from various existing sources (researchers as second hand). Moreover, secondary data can be obtained from various sources such as the Central Bureau of Statistics (BPS), books,

reports, and journals, (Siyoto and Sodik, 2015: 68). Primary data is data obtained or collected by researchers directly from the data source. To obtain primary data, researchers must collect directly. Techniques that can be used by researchers to collect primary data include observation, focused discussion interviews, and distribution of questionnaires.

B. Data Collection Technique

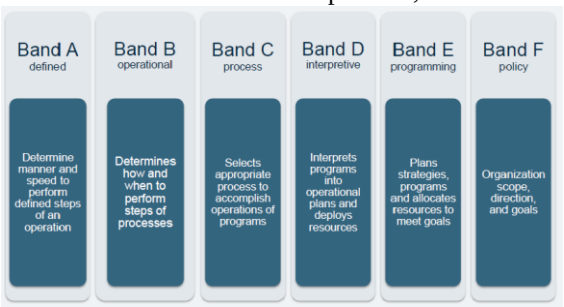
According to Sugiyono (2013: 63), data collection techniques have four types, namely, observation, interview, documentation, and combined techniques or triangulation. But the data collection technique in this study only used two kinds of techniques, interviews and observations.

C. Data Processing Techniques

The data analysis technique in this study is qualitative data analysis with the Miles and Huberman approach, Job Grading with the Decision Band Method and validity test uses triangulation techniques as a process of systematically finding and compiling data obtained from the results of interviews, field notes, and documentation by organizing data into categories, describing them into units, synthesizing
them into patterns, choosing which ones are important and which will be learned and making conclusions so that others will easily understood.

Developed by Professor Emeritus T.T. Paterson in the early 1960s, which was subsequently revised and refined by compensation consulting firm Fox Lawson which in 1995 was copyright held by Fox Lawson & Associates, a subsidiary of Gallagher Benefit Service, Inc., and called Decision Band Method (DBM). DBM is an effective method for evaluating the value of work objectively for an organization. This decision-making method has been tested in organizations throughout the world and has been successfully used in both public and private sector organizations (Lawson, 2015).

Fig. 4. Explanation of Bands from Decision Band Method
Source: Lawson and Spellman, 2015



There are two steps used in this study referring to the Decision Band Method, namely:

(i) Banding

The first step is to classify the results of the class specification of work into one band. There are six different bands based on the characteristics of decision making needed by a job. This classification process reflects the level of job responsibility in an organization.

(ii) Grading

The second step includes the classification of jobs that have been entered into the band and into one of two "grades" based on the different difficulties and oversight efforts required from the work. Each of the six bands is divided into two classes that are coordination and non-coordination. The classification of classes depends on the requirements to monitor or supervise subordinates. In this process, the work will be classified into twelve grades, based on the level of job responsibility and the difficulties and efforts to supervise subordinates.

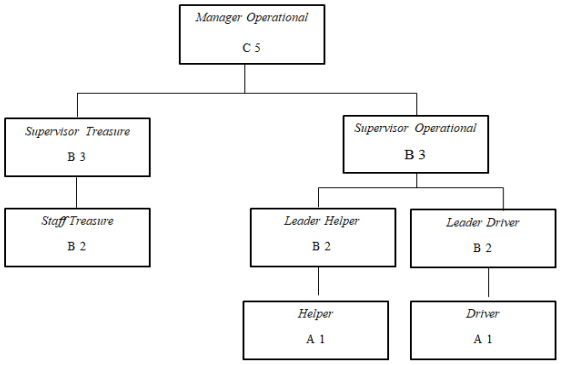


Fig. 5. Explanation of Band and Grade
Source: Lawson and Spellman, 2015

III. Results and Discussion

Table 1. Job Position Classification Results Using the Decision Band Method

Operational Division		
Position	*Band*	*Grade*
Manager Operational	C	*5 - Coordinating*
Supervisor Operational	B	*3 - Coordinating*
Supervisor Treasure	B	*3 - Coordinating*
Staff Treasure	B	*2 - Non Coordinating*
Leader Driver	B	*2 - Non Coordinating*
Leader Helper	B	*2 - Non Coordinating*
Driver	A	*1 - Non Coordinating*
Helper	A	*1 - Non Coordinating*

Based on the classification of interview results with eight informants regarding the job description and job responsibility, Table 1 shows the job classification. Job classification was performed using the Decision Band Method (DBM) to all employees of the operational division of PT. Antariksa Anugrah Perkasa, which is represented by eight positions that are manager operational, supervisor operational, supervisor treasure, staff treasure, leader driver, leader helper, driver, and helper. The classification using DBM with the first stage of entering the work into one of the six bands, namely A, B, C, D, E, and F. Then, this classification of bands was
classified again using the second stage of DBM namely grading. It was by entering the band into one of two grades.

Each grade has grade information that is coordinating and non-coordinating. The description of coordinating means that the position also is responsible for coordinating the positions within the same band despite having different grades. Therefore, the description of non-coordinating means that the position does not coordinate the position within the same band, but coordinates with the band below it. Based on Table 1, three positions have description as coordinating, namely operational managers with grade 5, supervisor operational with grade 3, and supervisor treasure with grade 3. Furthermore, for non-coordinating, there are five positions, namely staff treasure with grade 2, leader driver with grade 2, leader helper with grade 2, driver and helper with grade 1.

BAND	GRADE	
F	11	Coordinating/Supervisory
	10	Non-coordinating
E	9	Coordinating/Supervisory
	8	Non-coordinating
D	7	Coordinating/Supervisory
	6	Non-coordinating
C	5	Coordinating/Supervisory
	4	Non-coordinating
B	3	Coordinating/Supervisory
	2	Non-coordinating
A	1	Non-Coordinating
	0	Non-Coordinating

Fig. 6. Structure of Position Classification Result

From Figure 6, helper A1 is a leader helper and driver A1 is leader driver, Leader driver B2, leader helper B2, and staff treasure B2 are responsible for reporting their work to each supervisor, supervisor operational B3 and supervisor treasure B3, then supervisor operational and supervisor treasure can report work results or work accomplishments to manager operational C5, where operational managers are responsible for coordinating all operational staff and managing all work processes that take place within the operational division. The researchers designed this structure to be applied to the company as a reference for grading in the operational division of PT. Antariksa Anugrah Perkasa to facilitate identifying the level, boundaries, and responsibilities of a position. For example, the operational manager identified as C5 with coordinating information which has the responsibility to coordinate all levels under the operational manager and leader helper identified as B2 with non-coordinating information which does not have the responsibility to coordinate positions in the same band but still responsible for coordinating position under the leader helper band.

IV. CONCLUSION

Based on the results of qualitative research using interview and observation techniques toward PT. Antariksa Anugrah Perkasa, it can be concluded that:

(i) Mapping the work of the operational division of PT. Antariksa Anugrah Perkasa is still relatively common, seen from the company's organizational structure. Therefore PT. Antariksa Anugrah Perkasa does not yet have a job grading system.

(ii) Classification of work based on job description obtained from the results of the description of responsibilities, tasks, and job authority where the method

used for job classification is Decision Band Method which classifies work from eight positions consisting of operational managers, operational supervisors, supervisors treasure, treasure staff, leader drivers, leader helper, drivers, and helper into one of six bands, namely, A, B, C, D, E, and F which are then entered into one of the two grades found in each band.

(iii) The design of the job grading consists of eight positions with each band and grade, and description of coordinating and non-coordinating, namely operational manager band C with grade 5 coordinating, operational supervisor for band B with grade 3 coordinating, supervisor for treasure band B with grade 3 coordinating, staff treasure B with grade 2 non-coordinating, leader driver band B with grade 2 non-coordinating, leader helper band B with grade 2 non-coordinating, driver band A with grade 1 non-coordinating, helper band A with grade 1 non-coordinating. Coordinating is responsible for coordinating the positions within the same band even though they have different grades. Therefore, the description of non-coordinating is not coordinating the position within the same band but coordinating the position that has the band below it.

In this study, researcher only designs two steps in Decision Band Method, namely banding and grading, not until the third step, namely subgrade. Where this third step can make a salary structure. So, for further research it is hoped that this research can examine three steps.

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