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Managing Workforce in Pertamina Upstream on Industrial Relation Perspective Post Go-Live Pertamina Sub-holding Upstream

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Abstract:

Transformation in Pertamina Holding and Sub-holding bring new fresh air to the evolution of Pertamina. The transformation process carried out by Pertamina Sub-holding Upstream is very challenging because the subsidiaries in the upstream environment are very diverse. After the implementation of changes to the Pertamina Sub-holding upstream, which took place on April 1, 2022, various issues surfaced. One of them is the employment relationship status transferred to another company in the upstream environment, in which provisions are used, the wage structure, and others. Based on this, several analyzes were carried out using the VMOST, GAP, VFT, and other models to find the dominant factors that must be considered in making decisions and alternatives that can be a solution in managing human resources after Go-Live SHU. The results of this study found the best solution that can be taken by the company using the AHP decision tree. This decision-making is done by filling out a questionnaire to determine which dominant factor is the basis for selecting the best alternative chosen by the company so that the current problems or GAPs can be resolved effectively and efficiently.

Keywords: Pertamina upstream sub-holding, human resources, transformation, industrial relations, AHP analysis

1. Introduction

As the number 1 state-owned foreign exchange contributor in Indonesia¹Pertamina is the driving force of the economy in Indonesia²Pertamina wants to

- Continue its existence in the oil and gas business in Indonesia,
- Maintain its position as a BUMN as the most significant dividend contributor in Indonesia,
- Achieve the Company's aspiration to make Pertamina a leading global energy company with a market value of USD 100bn and
- Become a driver of social development in 2030

To reach the above-mentioned targets, Pertamina must transform the organization and restructure it into the Holding and Sub-holding organization, which aims to create an organization that, is

- Adaptive and resilient in facing global business challenges and
- Fast in decision-making and developing existing and new businesses.

The changes in Holding and Sub-holding must maintain Sustainable Competitive Advantages to support one of Holding's targets: the formation of a lean, agile, and focused organization and reform organization, work culture, mindset, and talent.

Pertamina Upstream Sub-holding (SHU) must have strategic steps. As stated by Hambrikc and Frederikson (2005), that strategy is an integrated step that a company takes to reach its goals and conquer the market, and the strategy involves specific decision-making steps. To support the achievement of the strategy of SHU and as mentioned in one of the elements in The Strategy Diamond, the vehicle, the Company must have adequate factors to achieve its goals, where the factors are an adequate organization with a leaner composition, agile and focused. However, organizational change is not easy because it has many challenges that must be overcome. One of them is that with so many subsidiaries in the SHU. There are also many differences in carrying out their business processes. Many issues come to the surface from several events held by the company and the results of a survey conducted by the labor union. The survey contained the majority of

¹ Tito Siglipoe (2020) Ini Daftar 10 BUMN penyumbang terbesar APBN. Available at: <https://lokadata.id/artikel/ini-daftar-10-bumn-penyumbang-terbesar-apbn> (Accessed: 30 August 2021)

² Prismo (2020) Ini Kontribusi Pertamina bagi Negara. Available at <https://petrominer.com/ini-kontribusi-pertamina-bagi-negara> (Accessed: 30 August 2021)

questions, complaints, and aspirations from workers regarding the problems of managing the Workforce after the Go Live SHU, such as:

- Status of Employment Relationship
- Work Norm
- Wages / Salary
- Benefit
- Career Path
- Transfer/promotion process
- Company Facilities

The issues above are one of several key factors for the success or failure of the SHU transformation process because the changes that are currently happening are quite massive and affect \pm 14,000 workers and their family members from subsidiaries in the upstream environment. Therefore, companies need to immediately map these conditions from a business and human perspective and find the best solution for both parties so that the transformation targets that have been set can run well as long as to keep the Industrial Relations Harmonious. Edward stated that the term 'Industrial relations' (IR) was common in Britain and North America during the 1920s (Edward, 2003). Ogunola stated that Industrial/Organizational harmony means amicable and cooperative labor-management arrangements between employers and employees for mutual benefit (Ladan, 2012; Ogunola, 2018). Nwokocha stated that, thus, the productivity of most organizations had been relatively hindered by their participation in the labor dispute. The company agreement includes a solid and comfortable partnership between the employer and the employee. It covers four broad areas of involvement:

- Duties,
- Business agreements,
- Collective bargaining, and
- Communication. (Ladan, 2012 in Nwokocha, 2015).

In Industrial relations, Nwokocha stated that at the core of the executive parties involved in the operation of an organization is the ability to understand each other's reasons, communicate continuously and interact openly with each other so that they can achieve their set goals (Jinyemiema, 2008 in Nwokocha, 2015). Johnson and King stated that changes within the enterprise and changes in the common environment in which the enterprise operates led to changes in IR (Ulrich, 1998 in Johnson, King, 2002). Yadi (2020) wrote that Industrial Relations (IR) is the estuary of all other HR functions. Harmonious industrial relations are essential because with harmonious industrial relations, worker productivity will be maintained, and company targets will be achieved. However, if an industrial relations dispute occurs, the company's operations will be hampered, and workers will be less motivated and productive in carrying out their responsibilities. Johnson and King wrote that industrial relations (IR) do not include union-administrative relations but are characterized as a field of reflection that includes all perspectives of labor relations (Strauss & Whitfield, 1998 in Johnson, King, 2002).

2. Methods

Heerkens (2006) wrote that ordinarily, Gap analysis is performed for three reasons:

- First, to determine current performance levels,
- Second, to assist in identifying long-term goals, and
- Third, to make steady progress towards goals over time

Besides Gap Analysis, there are several other analysis methods, including MOST Analysis, where MOST Analysis has another variant, namely VMOST, which consists of Vision, Mission, Objectives, strategy, and tactics. Cadle stated that MOST analysis is used to analyze what an organization wants to achieve (mission and objective) and how to achieve it (strategies and tactics). It is also used during strategic analysis because it can show strengths within an organization and reveal unique weaknesses (Cadle, 2010). The MOST method is used to convey the company's goals and the strategy's derivatives to achieve them. Using this strategy, the company can see the strengths and weaknesses in the process. However, unlike GAP Analysis, MOST analysis cannot see the GAP between current business conditions and what it lacks, so it cannot be used to analyze the current needs, namely after go-live SHU. Based on the explanation in the business issue exploration, it was conveyed that several GAPS that existed after the Changes to the Upstream Sub-holding can be seen in Table 1 below:

Attribute	Current Condition	Ideal Condition	GAP
Status of Employment Relationship	Workers have an employment relationship with their respective companies	Workers perform the work in which the company is located	The number of workers who are placed outside the original company so that there is no clarity on the status of the employment relationship with the user company
Work Norm	Terms and Regulations of employment that vary from company to company	Regulations for cooperation between each other so that there is no difference	Differences in work terms and regulations will confuse workers who move from one company to another
Wages / Salary	Some companies have different salary structure arrangements	Same salary structure between one company and another	There will be a gap if the difference in salary structure between 1 company and other companies is significant enough and affects harmonious industrial relations
Benefit	Benefits in the form of health assistance and work support tools vary according to the company's capabilities	Guidelines for benefits received by workers are the same wherever the worker is placed	The existing differences will cause jealousy between companies in the SHU environment
Career Path	The existence of different career management	Centralized/standardized career management	Career management carried out by each company will cause differences in career coaching
Company Facilities	The company's facilities differ depending on which company it is from	Standardized arrangement of enterprise facilities	The provision of facilities provided by the capabilities of each company will cause gaps between workers

Table 1: GAPS after Go-live SHU
Source: Labor Union Survey, 2021

As seen in table 1 above, many differences between companies in the upstream environment will majorly impact HR management. It will potentially cause many workers to be demotivated because of these differences, especially if, after changes in the Upstream Sub-holding, the movement of workers between companies will often occur and will cause industrial relations problems in the future if not handled properly.

Besides the GAP Analysis and VMOST Model, there is also The Three View Model: People, Process, and Organization. This Three View Model is another variant of The Four View Model. This model can describe three main areas to see what changes an organization needs to run effectively and efficiently. Cadle (2010) stated that the three view models of business change show three essential areas to consider when identifying the changes that your organization needs. The following is an explanation of each of the criteria of the three-wheel model:

- Organization: Consists of Organizational Structure, Roles, and Responsibilities
- Process: Business processes needed to run the business of the company to provide value to its customers
- People: It is a human resource necessary to carry out business processes and perform their role in the organization.

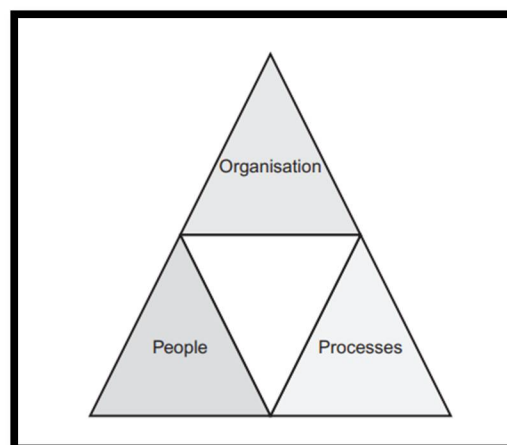


Figure 1: Illustration of the Three-Wheel Process
Source: Cadle, 2010

Another model that can be used to see the business issue for the company is the SWOT Model. Sabaghi and Vaidyanathan stated that SWOT analysis is an effective framework for analyzing an organization's strengths, weaknesses, opportunities, and threats (or project) and helps assess the effectiveness of project planning and implementation (Sabaghi, Vaidyanathan, 2004).

The Next model is Value Focused Thinking (VFT). This model is similar to the GAP model, which is used to identify the expected decision-making from the current and intended conditions by making some of the most effective and efficient alternatives for the company. The main focus of this model is illustrated in figure 2 below. Value-based thinking helps uncover hidden goals and leads to more productive information gathering. This facilitates communication between the

parties affected by the decision, the involvement of various stakeholders, and the coordination of relevant decisions. Addressing the underlying values leads to a more differentiated assessment of alternatives and improved communication between stakeholders, as can be seen in figure 2:

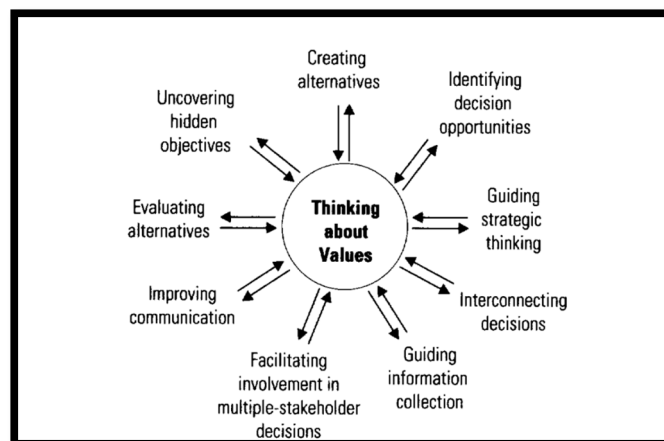


Figure 2: Thinking about Values: The Basis for Quality Decision Making
Source: Keeney, 1994

The main focus of Value-focused thinking is how to map out the best alternative for the conditions the company is currently facing. The following stages must be faced by companies using this model:

- Identifying Objective
- Structuring Objective
- Creating Alternative
- Decision Opportunity

Before deciding the best step to be taken by the company, discussions are needed with several SMEs to determine the best alternatives for the company's future steps.

The SMEs convey the following:

- ARW – Assistant Manager HCBP Regional 2 Operational Function
- HRW – Officer HCBP Regional 2 Zona 7
- MTR - Officer HSSE Well Intervention Offshore Regional 2 Zona 6
- DHR - Asst. Manager Procurement Regional 3 Zona 9

The results of the dialogue and discussion with the SMEs above regarding managing human resources after Go Live SHU have been found using the Value-focused Thinking method. The method is needed to find fundamental objectives, identify alternatives/criteria, evaluate alternatives/criteria and then choose the best alternative/criteria chosen to manage human resources as described in figure 3 below:

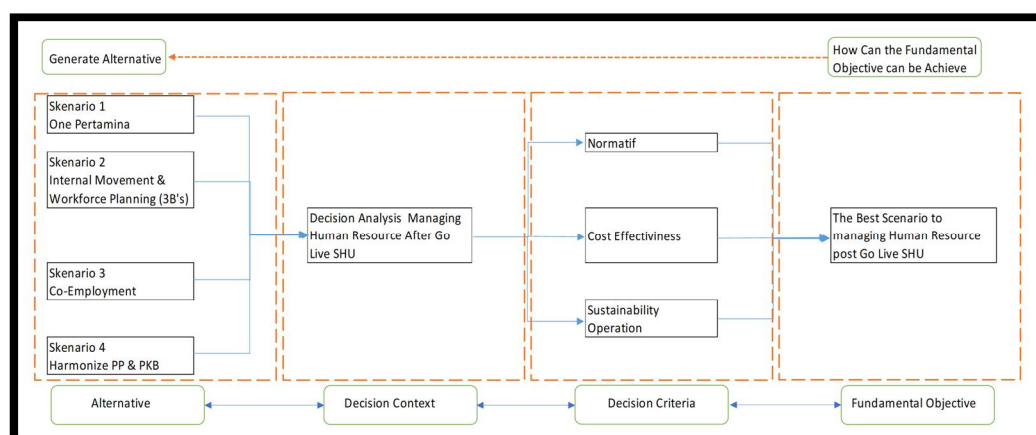


Figure 3: Value-Focused Thinking (VFT) Process for Developing Dominant Factors and Alternatives

The most significant and most critical thing in determining the decision analysis must be taken to determine the best alternative when making a decision. These criteria were taken in a discussion group forum with SMEs. After discussion, three dominant factors were decided, namely in terms of Normative or statutory provisions, Cost Effectiveness to see the costs arising from alternatives to be taken, and operational sustainability to support the company's daily activities. A hierarchy chart is formed to see the relationship between the existing alternatives and the criteria or factors determined in the VFT with the previous sources. The development of existing alternatives must meet the main criteria to

take the best scenario in managing human resources to support the company's business needs. The criteria mentioned above, which consist of normative aspects, cost-effectiveness, and operational sustainability, are critical in making decisions. Figure 4 below illustrates the best scenario for Workforce management after Go Live SHU.

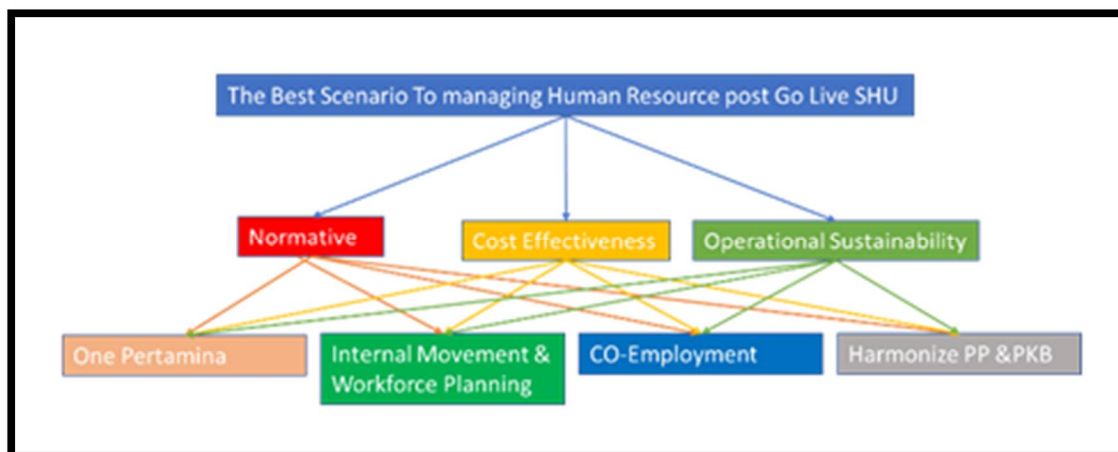


Figure 4: Criteria Hierarchy for Decision Analysis

3. Synthesize the Result

The final step after finding alternatives to overcome the gaps in the company is to carry out the Decision Hierarchy via the AHP Hierarchy Chart. Saaty stated AHP as a decision support model for selecting the best scenario for the company. This decision support approach uses hierarchies to classify complex problems with multiple factors or criteria. The term 'hierarchy' refers to the presentation of complex problems in a multi-level structure, with the target at the top, followed by factors, criteria, sub-criteria, and the final level of substitution. Complex problems can be divided into groups, organized hierarchically, and displayed in a more orderly and systematic manner (Saaty, 2008). Based on what has been explained previously, the most optimal approach to finding priorities in finding the best alternative in solving the problems being faced by the company is to use a combination of Value-Focused Thinking (VFT) and the Analytic Hierarchy Process (AHP). The best solutions can be given to the Company by using the two combinations above. The preparation of the hierarchy decision-making chart for the AHP Method begins with determining the goals at the peak of the hierarchy and building the decision hierarchy to see the connection among goals, problems, and alternatives. Then, it is continued by making a pairwise comparison to see the favorable dominant factors and alternative dan. Lastly, it synthesizes the dominant factors into the best alternative dan and chooses the highest priority as the solution.

The following steps are presented in determining the AHP as contained in the following figure number 5.

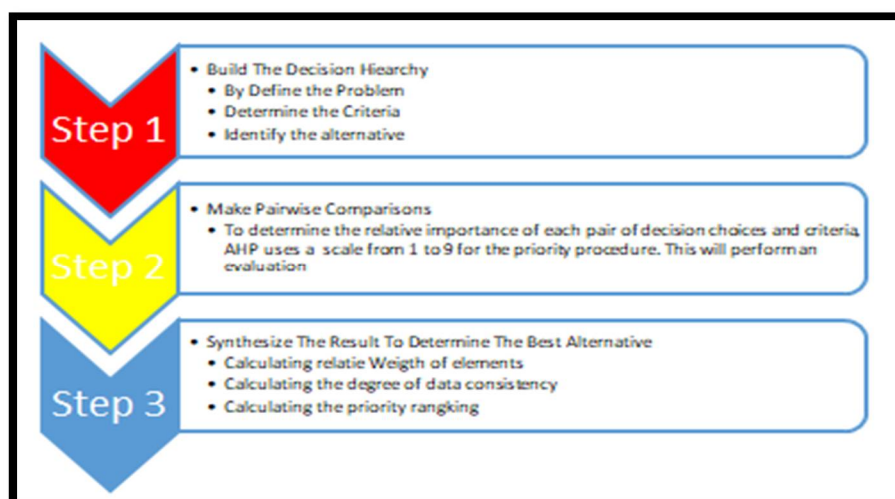


Figure 5: Methodology in Analytic Hierarchy Process (AHP)

Source: Saaty, 2008

As mentioned in the chapter, FGDs and interviews with SMEs were conducted to determine the factors and alternatives. SMEs filled out a questionnaire on a scale of 1-9, which was used in the AHP as a priority scale. Explanation of priority scale as described in table 2 below:

Intensity of Importance	Verbal Judgements
1	Equal Importance
2	Weak or slight
3	Moderate Importance
4	Moderate plus
5	Strong Importance
6	Strong plus
7	Very Strong Importance or demonstrated importance
8	Very, very strong
9	Extreme Importance

Table 2: Numerical Rating of Pairwise Comparisons

Source: Saaty, 2008

The first step in the interview with the four SMEs is to find the most dominant factor in choosing alternative solutions so that the weighting of these factors becomes the determining factor in choosing the alternatives that have been decided in the FGD. The following Table 3 is the result of the contents of the SMEs in determining which factor is the most dominant:

	ARW									HRW									MTR									DHR									
Focus	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	8	9	Pairwise Comparision
Normative									v									v									v									Cost Effectiveness	
Normative								v									v									v										Operational Sustainability	
Cost Effectiveness	v									v									v								v									Operational Sustainability	

AHP Scale: 1- Equal Importance, 3- Moderate importance, 5- Strong importance, 7- Very strong importance, 9- Extreme importance (2,4,6,8 values in-between).

Table 3: Interview Script for Input to Select the Dominant Factors

SMEs' results of filling out the questionnaire above are guided to obtain consistency (CR) below 0.1 or 10% so that the expected factor or solution can be more effective and efficient in following the Company's goals. The following is the result of the AHP calculation via the web application '<https://bpmmsg.com/ahp/ahp-calc.php>' from Goepel (Goepel, 2018), as shown in figure 6 below:

With respect to AHP priorities, which criterion is more important, and how much more on a scale 1 to 9?

	A - wrt AHP priorities - or B?	Equal	How much more?
1	<input checked="" type="radio"/> Normative <input type="radio"/> Cost Effectiveness	<input type="radio"/> 1	<input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input checked="" type="radio"/> 8 <input type="radio"/> 9
2	<input checked="" type="radio"/> Normative <input type="radio"/> Operational Sustainability	<input type="radio"/> 1	<input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input checked="" type="radio"/> 8 <input type="radio"/> 9
3	<input checked="" type="radio"/> Cost Effectiveness <input type="radio"/> Operational Sustainability	<input type="radio"/> 1	<input checked="" type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 8 <input type="radio"/> 9

CR = 5.6% OK

☐ dec. comma

AHP Scale: 1- Equal Importance, 3- Moderate importance, 5- Strong importance, 7- Very strong importance, 9- Extreme importance (2,4,6,8 values in-between).

Figure 6: AHP Priorities to Find the Dominant Values to Set the Alternative

Source: Goepel, 2018

From the filling out of the questionnaire above and the following pairwise comparison, the weighting results of the AHP application above are presented in figure 7.



Figure 7: Priority Results and the Decision Matrix
Source: Goepel, 2018

From Figure 7, it can be concluded that the results of the questionnaire are valid with a consistency ratio (CR) = 5.6% (<10%). Based on priority, the normative factor is the most dominant factor with 79.6% and the second priority is the cost-effectiveness with 12.5%, and the operational sustainability is the third priority with 7.9%. Based on the order of factors above, namely normative, this is following field conditions because normative is the company's baseline in conducting its business to carry out working relationships under the legislation's provisions, cost-effectiveness, and operational sustainability.

The next step after searching for the dominant factor is to make a pairwise comparison of each alternative that has previously been discussed in the FGD using VFT. Each of these alternatives was submitted to the SMEs and filled in the questionnaire. The same steps were taken while looking for the previous dominant factor. However, this time comparing the alternatives that have been decided above. The following figure 8 explains the decision hierarchy tree:

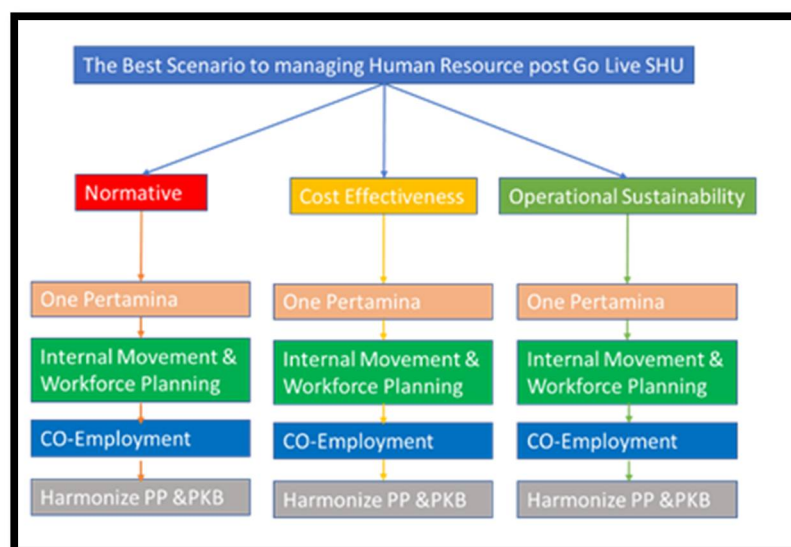


Figure 8: Structure Decision Hierarchy Process

The next step is to make a Pairwise Comparison between the alternatives previously determined by considering the dominant factors to find the priority of each criterion. Of all the alternatives, the weighting is carried out based on the numbers obtained from the pre-calculated dominant factor. Regarding filling in the weights, the SMEs agreed on the average value of each available alternative. Table 4 is the result of an alternative assessment that has been combined with the weighting of each dominant factor:

Criteria	Weight	Score				Final Score			
		One Pertamina	Internal Movement	Co Employment	Harmonize CR & CLA	One Pertamina	Internal Movement	Co Employment	Harmonize CR & CLA
Normative	79,6%	9	9	9	7	7,164	7,164	7,164	5,572
Cost Effectiveness	12,5%	1	9	7	3	0,125	1,125	0,875	0,375
Operational Sustainability	7,9%	4	2	9	2	0,316	0,158	0,711	0,158
TOTAL	100%					7,605	8,447	8,75	6,105

Table 4: The Best Alternative Solution

From table 4 above, all SMEs agree that by considering all dominant factors, it is chosen that Co-Employment is the most appropriate alternative for the company. By conducting Co-Employment, the company's operations can run well considering that the talents in the sourcing company are better because it can optimize all workers in the SHU environment without any problems with the status of working relationships with their respective companies. It is because the Secondment Agreement and Secondment Letter have accommodated them. Therefore, from table 4 above, it can be seen that the most dominant factor is Normative, and the option chosen based on the above factors is Co-Employment, as can be seen from the following figure 9:

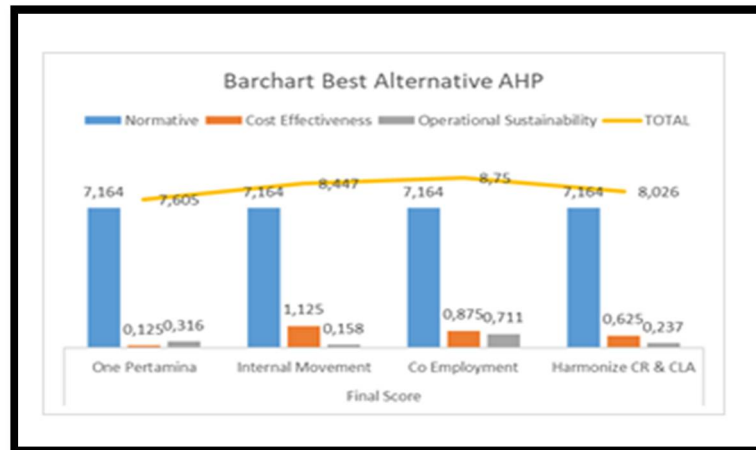


Figure 9: Best Alternative Bar Chart

Based on one decision analysis, it has been concluded that Co-Employment is the best alternative that needs to be taken by the company. It is because, with Co-Employment, the status of the employment relationship between the Worker and the original Company is still protected. Furthermore, under the laws and regulations, it was previously mentioned that the Normative is the dominant factor in choosing the best alternative. Apart from that, through co-employment, Cost Effectiveness can also be met because the company does not incur high costs in conducting termination and rehire. The last factor is operational sustainability, where this Co-Employment is very dominant in percentage compared to alternatives. Another alternative is since SMEs agree with this Co-Employment, the company can optimize all the best talents in the Sub-holding Upstream subsidiary environment according to the specific needs of a particular Area or Region.

4. Conclusion

From the VFT, as discussed before, there are three dominant factors that SMEs agreed to be the factors that must be considered for the best solution that the company takes, such as Normative, Cost-Effectiveness, and Operational Sustainability. From the dominant normative factor, the status of the employment relationship after Go-Live SHU is something that must be fulfilled by the company when assigning workers from one subsidiary to another, so with Co-Employment through a Secondment Agreement and Secondment Letter, the status of the employment relationship of workers is still in accordance with applicable legal norms or rules.


Using the AHP Analysis from these three dominant factors, it is concluded that Normative is the most dominant factor with a number of 0.796, followed by Cost Effectiveness with a number of 0.125, and operational sustainability. Therefore, these numbers become the determining factor in finding the best alternative scenario. From these three dominant factors and after a pairwise comparison with the alternatives determined by SMEs, Co-Employment is the best alternative, with a total score of 0.361. This is very relevant to the needs of the business world, where with Co-Employment, the Normative Factors can be appropriately fulfilled because the status of the employment relationship can be mitigated by the existence of a Secondment Agreement and a Secondment Letter. After all, the Secondment Agreement and Secondment letter contain provisions for workers who move their workplaces to work areas outside their work area. This becomes the basis for workers and companies to carry out their rights and obligations as stated in the respective CR and CLA of each Company. Furthermore, in terms of Cost-Effectiveness, it is also efficient because the company does not need to terminate and rehire workers, which is quite costly. Lastly, in terms of Operational Sustainability is also fulfilled even with a relatively dominant number because the Company can freely maximize all the potential of its human resources in all subsidiaries in the Pertamina Upstream Sub-holding to support operational needs.

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Appendices



SERIKAT PEKERJA PERTAMINA EP (SP PEP)
Profesional, Bersatu, Bermartabat

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Jakarta, 6 Mei 2021

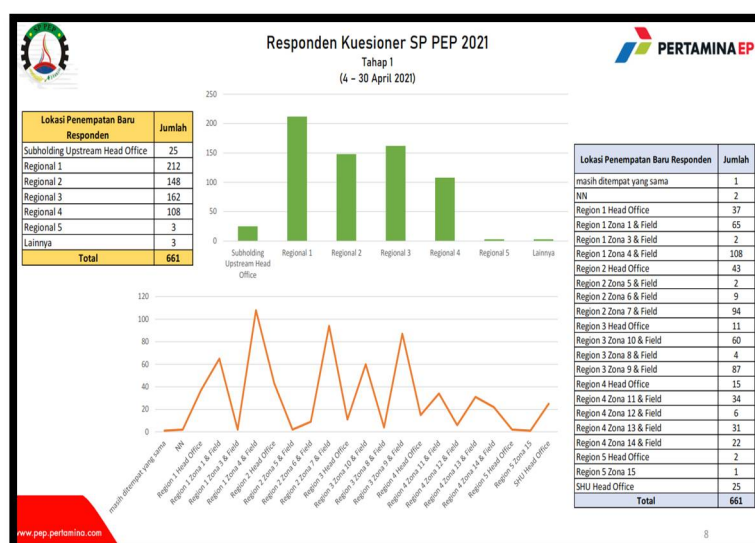
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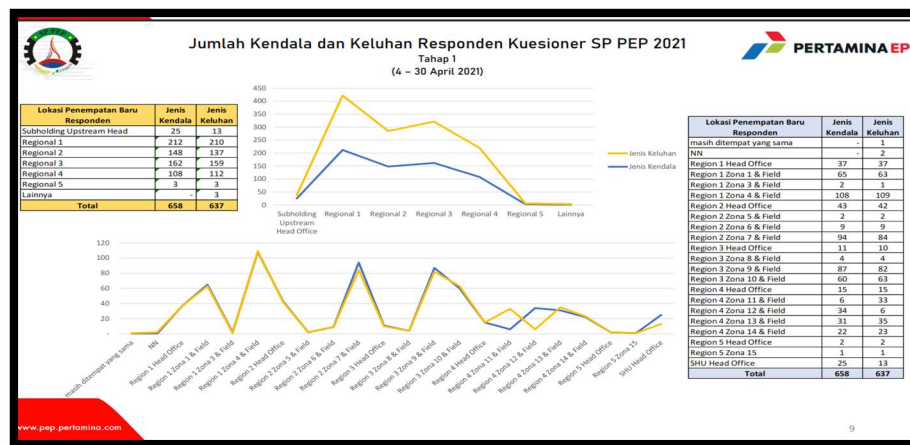
Sebagai Berikut :

Komisariat ASSET 1 – 5 : Field Rantau, Field Pangkalan Susu, Field Lirik, Field Jambi, Field Ramba, Field Prabumulih, Field Pendopo, Field Limau, Field Adera, Field Tambun, Field Jatibarang, Field Subang, Field Cepu, Field Sukowati, Field Poleng, Field Dongi Matindok, Field Tanjung, Field Sangatta, Field Sanga-sanga, Field Bunu, Field Tarakan, Field Papua.

Appendix 1: Letter from the Union Labor



Appendix 2: Respondent Questionnaire



Appendix 3: Respondent Issue and Complaints

Tanggapan Responden Kuesioner SP PEP 2021 Kendala Yang Dirasakan Sejak Go Live Subholding Upstream REGIONAL 1

No.	Keluhan	Jumlah
1		1
2		2
3		1
4		1
5		1
6		1
7		1
8		1
9		1
10		1
11		1
12		1
13		1
14		1
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99		1
100		1

Appendix 4: Survey Summary

MINUTES OF MEETING No. NR-001/12/2021

Date/Time: 3 December 2021 / 13.30-16.00 WIB
MOM issued Date: 5 December 2021
Attendees: DCH, ARW, HIRW, MMT, DHR

Human Capital Management Post Go-Live SHU

No.	Agenda	Pembahasan	Rencana Tindak Lanjut
1.	Post Go-Live SHU Main Issue	There are 7 main issues that emerged based on a survey conducted by SP and several company events/zoom calls: 1. Working relationship status 2. Work Regulations 3. Salary & Wages 4. Benefits 5. Career Path 6. Transfers & Promotions 7. Company Facilities	As a consideration for finding the dominant factor in looking for alternatives Looking for the best alternatives to resolve these issues
2.	Dominant factor	Based on discussions with SMEs, 3 dominant factors were determined that must be considered in finding alternative solutions for companies: • Normative • Cost Effectiveness • Operational Sustainability	The normative factor becomes the company's baseline in managing human resources because it is regulated by law The cost factor is an important factor so that the company can run its business as efficiently as possible The factor of sustainable operational implementation needs to be maintained because Pertamina as the largest oil and gas company in Indonesia must maintain national energy security
3.	Alternative Solutions	The alternatives that appear are as follows: • One Pertamina • Internal Movement & Work Force Planning • Co-Employment • Harmonization	1. One Pertamina It needs to be re-proposed according to the long history of the Pertamina Group, where previously all Pertamina employees were centralized by the Persero and had been re-proposed by one of the President Director of the Persero. 2. Internal Movement & Work Force Planning

Disusun oleh,

Dany Cahyadi

HR management based on the status of their respective employment relationships and conducting recruitment/training independently has been proven to work
3. Co-Employment/ Seconded/ Auxiliary Workers
It has been carried out by Persero by entrusting Persero Hire to Subsidiaries. It has been running until now
4. The harmonization of CR & CLA also needs to be proposed due to the diversity of regulations that exist in the various upstream subsidiaries

Appendix 5: Minutes of Meeting with SME