

Transformation of Human Capital Planning at PT Biofuel Unggul Lestari (PT BUL) in Supporting Renewable Energy Exports

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Abstrak

Industri energi terbarukan, khususnya sektor pengolahan minyak jelantah (Used Cooking Oil/UCO) menjadi biofuel, beroperasi dalam ekosistem yang dinamis dan diatur oleh regulasi global yang ketat, seperti International Sustainability and Carbon Certification (ISCC). Menghadapi kondisi tersebut, PT Biofuel Unggul Lestari (PT BUL) dituntut untuk tidak hanya mematuhi regulasi operasional, tetapi juga bertransformasi melalui perencanaan sumber daya manusia (Human Capital Planning) yang strategis, terukur, dan berwawasan lingkungan. Penelitian ini bertujuan untuk menganalisis dan mendeskripsikan secara komprehensif cetak biru (blueprint) strategi human capital di PT BUL dalam kurun waktu sepuluh tahun. Pendekatan yang digunakan adalah kualitatif deskriptif melalui studi kasus terhadap dokumen perencanaan strategis korporasi. Hasil kajian menunjukkan bahwa PT BUL mengintegrasikan manajemen talenta dengan sasaran efisiensi biaya (cost focus), ketertelusuran rantai pasok (traceability), dan target nihil kecelakaan kerja (zero accident). Transformasi ini diwujudkan melalui empat pilar utama: (1) internalisasi budaya organisasi menggunakan pendekatan Model Schein yang mencakup artefak, nilai inti (SIKA-PL), dan asumsi dasar; (2) perancangan struktur organisasi yang ramping dengan spesifikasi uraian jabatan berbasis kapabilitas teknis dan analitis; (3) implementasi sistem evaluasi kinerja melalui Key Performance Indicators (KPI) berjenjang; serta (4) manajemen retensi talenta melalui skema Total Rewards, termasuk opsi kepemilikan saham (ESOP) dan kebijakan ketenagakerjaan yang patuh pada regulasi nasional. Sinergi dari seluruh elemen perencanaan ini memastikan PT BUL mampu mempertahankan daya saing di tingkat internasional sekaligus mendukung terwujudnya masa depan energi yang bersih dan berkelanjutan.

Kata Kunci: Human Capital, Minyak Jelantah, Biofuel, Budaya Organisasi, Key Performance Indicators, Total Rewards, Manajemen Talenta.

Abstract

The renewable energy industry, especially the Used Cooking Oil (UCO) processing sector into biofuels, operates in a dynamic ecosystem and is governed by strict global regulations, such as International Sustainability and Carbon Certification (ISCC). Faced with these conditions, PT Biofuel Unggul Lestari (PT BUL) is required to not only comply with operational regulations, but also transform through strategic, measurable, and environmentally sound human capital planning. This study aims to comprehensively analyze and describe the human capital strategy blueprint at PT BUL within ten years. The approach used is qualitative descriptive through case studies of corporate strategic planning documents. The results of the study show that PT BUL integrates talent management with the goals of cost focus, supply chain traceability, and zero accident targets. This transformation is realized through four main pillars: (1) internalization of organizational culture using the Schein Model approach which includes artifacts, core values, and basic assumptions; (2) the design of a lean organizational structure with job description

specifications based on technical and analytical capabilities; (3) the implementation of a performance evaluation system through tiered Key Performance Indicators (KPIs); and (4) talent retention management through the Total Rewards scheme, including stock ownership options (ESOP) and employment policies that comply with national regulations. The synergy of all elements of this planning ensures that PT BUL is able to maintain competitiveness at the international level while supporting the realization of a clean and sustainable energy future.

Keywords: Human Capital, Used Cooking Oil, Biofuels, Organizational Culture, Key Performance Indicators, Total Rewards, Talent Management.

INTRODUCTION

The global transition towards the use of renewable energy has placed waste management as one of the strategically valuable industrial sectors amid the competitive dynamics of the bioenergy market that continues to grow (Magar, et al., 2024). Used cooking oil (UCO), which was previously considered a domestic and industrial waste that pollutes the environment, has now transformed into the main feedstock commodity for the production of biodiesel and sustainable aviation fuel (SAF). In Indonesia, PT Biofuel Unggul Lestari (PT BUL) is present to take a central role in this clean energy supply chain through collection, initial processing (filtration), and export trade of UCO to the international market.

However, operations in the renewable energy export sector are inseparable from the challenges of high complexity. PT BUL operates in a highly regulated business ecosystem. On the one hand, the company is faced with the demands of fulfilling global environmental sustainability certifications, such as the International Sustainability and Carbon Certification (ISCC) standard, which requires ensuring the integrity of product traceability from upstream collection points to downstream shipment (Sorda, et al., 2010). On the other hand, the company is also faced with the challenges of commodity price fluctuations, the need to carry out operational cost efficiency (cost focus), and the urgency of mitigating work risks in an operational environment that is full of physical hazards (oily floors, fire risk).

In responding to these external and internal dynamics, the traditional bureaucratic managerial structure is no longer adequate. PT BUL requires organizational agility which is highly dependent on the quality and architecture of its human resource planning (Du & Chen, 2018). Human resources at PT BUL can no longer be positioned just as mechanical workers, but must be seen as a strategic asset (human capital) driving innovation that is able to secure logistics operations, maintain lipid chemical quality (Free Fatty Acid / FFA control), and apply data-based digital technology. UCO's governance and export trading strategy at PT BUL relies on accountable, efficient, and environmentally sound talent management.

Paulet, Holland, and Morgan (2021), through a meta-review on the evolution of Green Human Resource Management (GHRM), demonstrate that environmental aspects are increasingly integrated into human resource management functions—such as recruitment, competency development, employee behavior, and organizational management. This approach is relevant for PT Biofuel Unggul Lestari (PT BUL), which operates within the renewable energy supply chain and thus requires a workforce that possesses not only technical competence but also an understanding of sustainability principles. Furthermore, Fu, Bosak, and Flood (2021) explain that workforce agility refers to the workforce's ability to adapt, adjust, and reconfigure human resources in response to changes in the business environment. This concept is crucial for PT BUL as it navigates shifts in regulations, technology, international market demands, and sustainability standards. Joshi et al. (2023) indicate that GHRM practices can foster organizational sustainability by integrating environmental considerations into employee management—including recruitment, training, performance evaluation, and rewards. Similarly, Amrulloh et al. (2025) emphasize the importance of green recruitment, sustainability-oriented training, performance management,

compensation, and employee participation in cultivating environmentally friendly behaviors. Based on this research, PT BUL has developed a Human Capital Planning approach that integrates workforce planning, organizational structure, a corporate culture based on Schein's Model, KPIs, recruitment, training, and Total Rewards over a ten-year period to support competency enhancement, organizational adaptation, operational sustainability, and international market expansion.

Therefore, the preparation of a comprehensive Human Capital Plan is imperative. This roadmap is needed to bridge the macro vision of the corporation with the tactical steps of daily personnel management. A structured human capital strategy approach has also proven essential in supporting the development of adaptive business models (Ramdhani, Margala, Hamdi, & Indradewa, 2022). Through this blueprint, the company is committed to constructing an organizational architecture that is responsive to change, while at the same time escalating the technical and managerial capabilities of personnel in order to welcome international market penetration. This journal aims to dissect and analyze in depth the human capital planning architecture of PT BUL. The analysis includes the setting of long-term goals, the internalization of organizational culture based on the Schein Model, the design of functional structures, the standardization of performance evaluation metrics (KPIs), to the formulation of recruitment strategies, training, and the projected Total Rewards compensation system for the next ten years.

METHODS

This study uses a descriptive qualitative approach with an in-depth case study method on PT Biofuel Unggul Lestari (PT BUL). The focus of the analysis is focused on dissecting the blueprint of the company's 'Chapter 7: Human Resource Planning' document (PT Biofuel Unggul Lestari, 2026). Data collection was carried out through literature studies and internal corporate documents which include a strategic target framework, ten-year manpower planning projections, job description matrices, Key Performance Indicators (KPI) weighting systems, operational layout design, and financial modeling of the employment budget (Human Capital Cost). The data that has been collected is then reduced, synthesized, and interpreted to comprehensively describe PT BUL's HR management strategy, from the site recruitment level to the executive managerial retention strategy.

RESULTS AND DISCUSSION

This discussion describes the architecture of PT BUL's talent management strategy which is designed holistically into various supporting pillars. This *human capital* planning is designed not only to meet operational compliance standards, but also as a driving engine for competitive *advantage* in the UCO export industry (Rothaermel, 2021).

Human Capital Goals and Objectives Based on Time Horizon

The alignment between corporate visions and missions and the analysis of labor needs at PT BUL resulted in a human capital roadmap divided into three strategic time horizons, where human resource capabilities are the main determinants in mitigating traceability constraints and meeting ISCC standards:

Short Term (Years 1-2): The main focus is to meet core operational and managerial needs and lay the foundation of governance through the filling of key functional positions (Operations & Marketing Manager, Finance & Legal, Quality Control, HRGA/HSE, Production & Operation, and Security). Capacity building at the site level is targeted by hiring as many as five operational personnel and security units for the second year. Objectives include the establishment of lean structures, standardization of the qualifications of collector and driver fleets, and the institutionalization of Standard Operating Procedures (POB). The company requires the participation of 100% of new employees in basic competency training in order to standardize the understanding of the commercial ecosystem and the regulation of UCO export quality. Risk

mitigation is carried out through K3L protection, with the enforcement of adaptive occupational safety regulations, spill management training, and the provision of PPE.

Medium Term (Years 3-5): The orientation shifted to improving operational efficiency, quality, and scalability. Prioritized retention and stability management in strategic managerial lines, as well as scheduling talent acquisition to eight operational and security personnel until the fifth year. The company implemented a performance appraisal system based on objective KPIs (such as FFA accuracy by QC and logistics collection volume targets) linked to a progressive bonus scheme. Improved quality assurance (QC) capabilities for laboratory analysis and labor certification based on global sustainability standards. The company initiated the development of a *centralized* Knowledge Management System, with a minimum participation target of 75%, to break the dependence on certain key persons (*key person dependency*) and maintain operational standards.

Long-term (Years 6-10): Focus on global capacity expansion and K3L cultural excellence. Objectives at this stage include the addition of strategic personnel to the accumulation of 17 workers, in the 10th year, including the breakdown of strategic divisions to oversee export compliance. The elevation of high risk mitigation standards is carried out to lock in the achievement of *the Zero Accident culture* through the culturalization of the global safety management system. Empowerment of innovation (Kaizen Culture) is required with the target of active involvement of at least 80% of the total employees to formulate filtration and collection efficiency. The implementation of digitally integrated Human Capital and the implementation of advanced talent retention programs such as internal scholarships and corporate stock ownership (Employee Stock Option Plan / ESOP) are fully implemented.

Hard Skill and Soft Skill Development Strategies

PT BUL's Human Capital Strategy is prepared based on priorities on operational cost efficiency (cost focus) and strengthening local resources, which are comprehensively described through two competency dimensions:

Technical Strategy (Hard Skill)

Management: Required to master ISCC regulations, KPI institutionalization, K3L, and distribution engineering (Fleet Management).

Finance: Requires cash flow modeling, Unit Cost Analysis, global price volatility mitigation hedging, and financial integration of ISCC certification using the ERP ecosystem.

Quality Control: Capabilities of FFA titration, moisture content, impurities, as well as centrifugal operation, spectrophotometer, and freezing point analysis for commodity adulteration mitigation.

HRGA/HSE: Understanding of the Job Creation Law, HIRADC (Hazard Identification, Risk Assessment, and Determining Control) procedures, ISO 45001, and SIMPEL/SIRAJAB ecological reporting.

Operational: Requires mastery of filtration technology, supply chain POB discipline (Traceability), and spill handling.

Non-Technical Strategy (Soft Skill)

It includes instilling an emancipatory culture of sustainability, integrity, and two-way communication.

Innovation and adaptivity are encouraged through the Kaizen program, placing workers as subjects of constant change.

Results orientation is managed flexibly, where workers are considered equal strategic partners.

Development of Organizational Culture Based on the Schein Model

Building a work ecosystem that manages the renewable energy supply chain demands the internalization of a strong organizational culture and pro-environmental behavior in the workplace (Gao, et al., 2025). PT BUL applies the Schein Model approach holistically through (Schein, 2010):

Artifacts: The embodiment of visible culture is applied through visual, stationary, uniform, and layout identities. The company's logo blends the shape of a leaf (sustainability), oil droplets (UCO), fire (energy conversion), and globe (global reach). Green symbolizes sustainability, golden yellow symbolizes the circular economy of UCO waste, and blue represents the future of global clean energy. Business cards are used to clarify functional identities in a transparent and equitable manner. The work uniform has a blue-green blend with the slogan "PT BUL - Clean Energy from Waste" on the back as a reminder of the mission, and yellow accents on the front as an affirmation of the core business. Eco-friendly merchandise (tumblers and mugs) also strengthen the ecological identity. The office layout adopts an open space model without partitions to break down the hierarchy, equipped with a "Meeting & Innovation Room (Kaizen Room)" with a digital idea board. The fleet pool area has a green-yellow one-way lane, eco-friendly laundry facilities, and rigid HSE posts for risk mitigation.

Core Values: PT BUL adheres to the working principles summarized in the acronym "SIKA-PL". The core values of the corporation are *Sustainability*: Running a business that supports environmental sustainability through the use of UCO; *Integrity & Legality*: Operating legally, transparently, and complying with all regulations; *Quality*: Providing UCO that meets national and international quality standards; *Accountable Partnership*: Building trusting partnerships with suppliers and importers; *Professionalism*: Providing professional and consistent services; *Logistics Excellence*: Ensuring efficient and reliable supply chain management. The internalization of this culture has a positive impact on improving performance (Ridlwani, Purwandari, & Syah, 2021).

Basic Assumptions: This deepest layer of culture is manifested in the Zero Accident Target (K3L) Culture, where the safety of workers' lives is an absolute imperative in high-risk areas; and the Culture of Sustainability, which believes that waste can always be glorified as the energy of the future.

Functional Organizational Structure and Job Specification

PT BUL's organizational architecture adopts a lean functional system, led by a Manager (Operations & Marketing) who oversees five main divisions with comprehensive competency specifications:

Manager (Operations & Marketing): Responsible for overseeing global sustainability standards (ISCC), engineering fleet logistics lines, strategically building upstream supplier relationships, and leading occupational safety culture realization (K3L) and KPI implementation.

Finance & Legal Division: Responsible for overseeing fiscal stability, export tax compliance (VAT and export duties), and unit cost calculation. This division is specifically required to master financial modeling for cash flow projection, inventory management, and hedging strategies to mitigate global market price volatility.

Quality Control (QC) Division: Plays a crucial role in mitigating adulteration and escorting ISCC Chain of Custody documents. The technical competence of this division is extended to the mastery of acid-base titration for FFA tests, moisture content analysis, Freezing Point tests, as well as the use of digital burettes and spectrophotometers.

HRGA & HSE Division: Manage personnel that comply with the Job Creation Law, formulate fleet compensation, and secure infrastructure preservation. In the HSE domain, proficiency in navigating ecological compliance via the SIMPEL/SIRAJAB system is required, preparing HIRADC, enforcing MSDS, and enforcing spill control procedures based on ISO 45001 and ISO 14001.

Production & Operations Division: Focuses on UCO collection quotas, filtration operations using screeners and IBC tanks, logistics distribution line engineering (fleet management), and disciplined enforcement of digital traceability transparency.

Security Division: Responsible for protecting operational infrastructure, navigating logistics routes in real-time, and verifying manifest documents to mitigate the risk of sabotage or theft on logistics routes.

Performance Assessment Standardization (KPI)

PT BUL instituted a comprehensive, transparent, and objective semester performance appraisal system to align quantitative achievements with the award system. The evaluation matrix integrates technical/business performance achievements with the implementation of SIKA-PL's core values.

Value weighting is adjusted based on echelons: Managerial Level: 70% achievement of quantitative KPIs (profitability, unit cost, export volume, ISCC compliance) and 30% Behavior/Core Values. Technical Staff/Lab/Admin Level: 65% quantitative KPIs (accounting accuracy, lab test speed, authenticity validation) and 35% Behavior. Field Operational Level: 60% quantitative KPIs (UCO quota, fuel efficiency, minimization of oil depreciation) and 40% Behavior (K3L compliance, absolute PPE use).

Evaluation using a Grading Scale Matrix (Grading Scale Matrix) 1 to 5 with concrete indicators:

Score 5 (Special-Exceeded Expectations): Achieving the target >110% or successfully triggering the Kaizen Program innovation that is able to cut shrinkage (*loss*) oil significantly.

Score 4 (Above Expectations): Achievement of 100%-110% targets, outstanding performance that positively impacts the team.

Score 3 (Meet Expectations): Achieve the target 90%-99%, performance according to the job description consistently.

Score 2 (Need Improvement/Adequate): Performance has not been maximized (70%-99%), which requires employees to enter the *Performance Improvement Plan* (PIP) program for 3 months.

Score 1 (Not Meeting Expectations/Less): Achievement <70% or committing a serious safety violation, which triggers the issuance of a Warning Letter (SP) until termination.

Some of the crucial metrics measured include export volume achievement for managers, Sample Testing Turnaround Time with a weight of 20% for the QC Division, a Service Level Agreement (SLA) of Fleet Maintenance with a weight of 20% for the HRGA division, and a target of zero oil spills for Operations.

Recruitment Planning and Manpower Projection

To oversee the scalability of the business over the next ten years, PT BUL projects the need for human resources to be designed in stages (Dessler, 2020). The recruitment strategy combines 60% of the workforce of fresh graduates and 40% of professional experts (pro-hire), with priority on local resources (community-based sourcing) to reduce logistics mobility inefficiencies.

PT BUL's Headcount Projection is designed progressively:

Year 1: Total 8 employees (1 Manager, 1 Finance, 1 QC, 1 HRGA, 3 Production/Operations, 1 Security). Focus on the establishment of core operations.

Years 2 & 3: Total 10 employees. An increase was made in the Production/Operations division to 5 personnel to handle the increase in UCO volume.

Year 4 & 5: Total 12 employees. All 7 positions in the Production/Operations Division are fully filled to establish the technical independence of the factory.

Year 6 & 7: Total 14 employees. The addition of Field QC & ISCC Officer staff was carried out in the 7th year to mitigate the risk of adulteration early from the initial pick-up point in the upstream cluster.

Years 8 & 9: Total 15 employees.

Year 10: Total 17 employees (1 Manager, 2 Finance, 2 QC, 2 HRGA, 8 Production/Operations, 2 Security). In this peak phase, the strategic divisions (Finance and Legal) were split up to specifically navigate international export trade laws and consolidate global certification costs.

The integrated recruitment scheme is monitored through the onboarding process, administrative selection, technical competency tests (hard skills), interviews based on sustainability culture behavior, and background checks to mitigate the risk of integrity and commodity theft.

Training and Career Development Programs

The company allocates significant investments to increase the intellectual and technical capacity of its workers. The training strategy is formulated in stages, ranging from: Mandatory Onboarding: Understanding of upstream-downstream business flows, POB, and digital data input; K3L (Spill Handling & PPE) Training: Simulation of oil spill crisis handling and global safety management certification; Special Technical Certification: Includes ISCC certification for managerial and QC, as well as deepening of laboratory filtration methodologies; Kaizen and Knowledge Management Program: Managing digital platforms for knowledge preservation and funding of daily efficiency innovation idea competitions.

Financially, the total projected training budget for 10 years exceeds IDR 592,100,000. In the first year, the budget is allocated IDR 50,000,000 for orientation, K3L training, QC calibration, and audit preparation. In the following years (Year 2 to Year 10), the budget increases progressively to reach IDR 65,200,000 in the tenth year. The largest post is allocated for the maintenance of the passing of the global sustainability certification audit (ISCC) specifically for the Premium Manager layer which costs an accumulated amount of IDR 285,000,000 during the first decade of operation, as this is an absolute prerequisite for the acceptance of commodities in the international market.

Career Pathways are designed to be transparent based on KPI metrics. An operational staff can move up from Logistics Coordinator to Operations Manager. Similarly, a laboratory analyst can develop into a Quality Control Manager, reinforcing the philosophy of *The Right Man on The Right Place*.

Total Rewards, Termination of Employment, and HC Cost Scheme

Compensation at PT BUL is not just a salary, but a comprehensive Total Rewards strategy designed to nurture the psychological and financial well-being of workers (Mathis & Jackson, 2019):

Fixed Cash (Fixed Direct Compensation): Basic salary adjusted to the managerial hierarchy and at least equivalent to UMP Jakarta, plus fixed operational allowances, transportation, and THR.

Variable Cash (Non-Fixed Incentives): KPI-based performance-based incentives, corporate annual bonuses, and progressive commissions based on liter collection volume specifically for collectors/field fleets.

Benefits & Long-Term Initiatives: Mandatory social security (BPJS Ketenagakerjaan dan Kesehatan), K3 protection, internal academy scholarships, service appreciation programs, to the Employee Stock Option Plan (ESOP) scheme for top-level managerial retention.

In addition to compensation, PT BUL also has a Termination of Employment (PHK) policy that is very compliant with the Job Creation Law. Layoffs are distinguished between voluntary initiatives (resignation, retirement, end of PKWT) and involuntary (gross violations, rationalization,

consecutive poor performance). Serious violations that are contrary to the principle of Zero Accident (e.g. carelessness triggering a large-scale oil spill) or sabotage of UCO data integrity will be dealt with strictly by fulfilling severance pay obligations in accordance with Article 156 of the Labor Law.

From a financial perspective (Human Capital Cost), the projected OPEX burden of labor (including comprehensive salaries, benefits, insurance, and bonuses) is calculated to increase proportionally. This cost started from IDR 962,136,000 in Year 1, penetrated IDR 1,579,544,757 in Year 5, until reaching a peak of IDR 2,915,228,601 in Year 10. This massive cumulative budget is justified as a value-added investment to maintain legal compliance, quality reliability, mitigate employee turnover, and provide a guarantee of sustainable biofuel export market penetration.

CONCLUSION

The Human Capital Plan at PT Biofuel Unggul Lestari (PT BUL) represents a strategic transformation of managerial governance in responding to the dynamics of the complexity of the global renewable energy industry. Based on the analysis of the organization's blueprint document, it can be concluded that PT BUL does not just recruit workers, but builds an innovation ecosystem that is supported by four crucial elements: (1) Organizational culture rooted in the values of safety (zero accident) and sustainability as described in the Schein Model; (2) Sleek but agile structural design, focusing on supply chain traceability from upstream to downstream; (3) Implementation of objective performance measurement through a tiered Key Performance Indicators (KPI) mechanism with division-specific weighting; and (4) a reward system (Total Rewards) that integrates competitive compensation with career development opportunities and operational idea empowerment (Kaizen). The successful implementation of the HC architecture is projected to have a dual impact: ensuring the fulfillment of stringent global regulatory qualifications (such as ISCC) and driving the cost efficiency of UCO commodity logistics. Thus, PT BUL not only strengthens its position as a commercial entity in the realm of biofuel exports, but also transforms into a catalyst for an environmentally friendly and humane circular economy in Indonesia. The synergy of all elements of this planning ensures that PT BUL is able to maintain competitiveness at the international level while supporting the realization of a clean and sustainable energy future in the era of global disruption (Evans, et al., 2025). The success of this strategy is highly dependent on the consistency of implementation in the field, especially in maintaining data integrity for ISCC certification and commitment to occupational safety. Major investments in competency development and retention schemes such as ESOPs are expected to reduce key talent turnover rates, so that the biofuel export market expansion target can be optimally achieved in the coming decade. Further research is recommended to conduct a quantitative empirical study to directly measure the correlation between the effectiveness of the K3L-ISCC training program and the reduction of UCO logistics operational incidents at PT BUL. In addition, the evaluation of the efficacy of the implementation of ESOP schemes on managerial retention in green industries in developing countries is also a very relevant research topic to be explored in the future.

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