

HUMAN CAPITAL MANAGEMENT ANALYSIS AND ORGANIZATIONAL CULTURES FOR NEW ENTRANCE IN EV STATION ELECTRIC VEHICLE CHARGING STATION

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Abstract

As the demand for electric vehicles increases, the industry has seen significant growth in EV charging infrastructure. One key element supporting EV Station success is effective human capital management and an organizational culture that aligns with business objectives. This research method is based on short-term, medium-term and long-term goals followed by conducting a 3-stage analysis, namely Input Stage, Matching Stage, Decision Stage, Porter's Generic Strategy and ending by creating a Lean Business Canvas. The results of this study are the employee's work experience, the expertise he has, the combination of work experience and expertise possessed by the employee such as technical expertise in terms of charging and equipment maintenance is an important foundation in employee selection and promotion. In addition, smart corporate strategies in human capital management also include incentives and reward programmes.

Keywords: Human Capital Management, Organisational Culture, EV Charging Station

Introduction

As the demand for electric vehicles increases, the industry has seen significant growth in EV charging infrastructure. One of the key elements that underpin EV Station success is effective human capital management and an organizational culture that aligns with business objectives (2023)(Dereli, 2015; Frank et al., 2019). The electric vehicle industry is a sector that is constantly evolving and transforming. In the face of increasing competition, EV Stations need to understand that human resources are the main asset in operating and running the charging station (Lisnawati & Permadi, 2018; Rusminingsih, 2010). Therefore, a human capital management analysis is essential to ensure that qualified, trained and skilled human resources are available to run the day-to-day operations of the charging station. This includes planning, recruiting, training and developing employees to meet the industry's evolving demands.

Organizational culture is crucial in creating a productive and innovative work environment at EV Station (KHOERUNNISA, 2022). A positive and goal-focused culture can increase employee motivation, collaboration, and creativity in finding sustainable solutions for the electric vehicle industry. Therefore, analyzing the existing organizational culture and ensuring that the company values are aligned with the vision and mission of the charging station is an important step in ensuring business success in the electric vehicle era (Wistiasari et al., 2023).

With the entry of new players into the electric vehicle charging station industry, especially in a fast-changing environment, it is important to have a deep understanding

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of human capital management and organizational culture. This analysis helps new players to identify the strengths, weaknesses, opportunities, and threats in terms of human capital and culture present in the environment (Gerasimov et al., 2019; Saebah & Merthayasa, 2023). Thus, new players can design appropriate strategies to optimize human capital management and create a culture that supports growth and sustainability in this dynamic electric vehicle industry.

In formulating strategic planning, it must refer to the company's vision and mission. Furthermore, determine short-term, medium-term and long-term goals (Kucharčíková et al., 2015; Serpa, 2016). Short-term goals have a time span of 0 to 2 years, medium-term goals 3 to 5 years, long-term > 5 years. Then conduct a 3-stage analysis, namely Input Stage, Matching Stage, Decision Stage, Porter's Generic Strategy and end by creating a Lean Business Canvas Canvas. As stated in the company's vision and mission, eV-Station is committed to foster public awareness of the use of green energy in the hope of reducing the greenhouse effect and the effects of global warming on a broader level. The company's short-term goals cover a period of 0-2 years, which is the company's initial phase to build the business and introduce products and services to the people of West Java area, especially Bekasi. eV-Station's medium-term goals focus on branding expansion, product development and marketing expansion, Operational goals include SPKLU unit expansion and ISO implementation (Sulaksono, 2015; Sutrisno, 2019). Human capital targets the implementation of a strong and consistent corporate culture, building an innovative organization and employee career development.

If you look at long-term goals, you will see how the business position of eV-Station is formed and developed after 5 years (Muis et al., 2018). To support the long-term goals of marketing, operational, human capital and finance, eV-Station is required to be able to manage and utilize assets to the maximum and make efforts to improve the best service to consumers as well as financial management and cost optimization. In risk management, eV-Station will integrate risk management activities into every activity and function of the company and become a routine activity and conduct continuous improvement.

Method

Formulating strategic planning must refer to the company's vision and mission. Furthermore, short-term, medium-term and long-term goals must be determined Short-term goals have a time span of 0 to 2 years, medium-term goals 3 to 5 years, long-term > 5 years. Then do a 3-stage analysis, namely Input Stage, Matching Stage, Decision Stage, Porter's Generic Strategy and end by making a Lean Business Canvas Canvas .

1. Short-term Objectives

There are several short-term goals (0-2 years) that eV-Station wants to achieve in the field of Human Capital, among others: 100% fulfillment of employees in accordance with the expected competencies; create an organizational structure in accordance with the company's organizational needs; soft skills training, standard safety procedures and product knowledge; and KPI Goals Setting.

2. Medium Term Objective

For medium-term goals (3-5 years) to be achieved by eV-Station in the field of Human Capital, among others: Employees understand and implement organizational culture strongly and consistently; build an innovative organization in creating continuous improvement in order to provide the best service to customers; employee career development

3. Long-term Objective

For long-term goals (6-10 years) that eV-Station wants to achieve in the field of Human Capital include: Worker knowledge and Employee Engagement

4. Input Stage

The Input stage of the business planning framework consists of the IFE Matrix, EFE Matrix, and Competitive Profile Matrix (CPM). This will summarize the basic information needed by the company in making a strategy formulation. This strategy can be used to determine the business targets of the company.

Key external Factors		Weight	Rating	W-Scored
Opportunities				
1	Perundangan / regulasi yang dikeluarkan pemerintah bertujuan untuk mempercepat transformasi dari ICE (Internal combustion engine) menjadi ev yang berdampak terhadap peningkatan demand SPKLU (Politik)	0.1	4	0.4
2	Ijin usaha dan kebijakan infrastruktur yang jelas memudahkan pendirian SPKLU (Politik)	0.07	3	0.21
3	Daya beli masyarakat meningkat seiring dengan pertumbuhan ekonomi (Ekonomi)	0.07	2	0.14
4	Peningkatan jumlah mobil listrik meningkatkan kebutuhan SPKLU (Ekonomi)	0.06	2	0.12
5	Kesadaran masyarakat terhadap energi terbarukan meningkat (Sosial)	0.03	2	0.06
6	Membeli mobil listrik meningkatkan gaya hidup / lifestyle (Sosial)	0.05	2	0.1
7	Minat masyarakat terhadap mobil listrik semakin meningkat (Sosial)	0.04	2	0.08
8	GHG (Green House Gas) rendah (Environment)	0.05	2	0.1
9	Energi baru terbarukan (EBT) (Environment)	0.05	2	0.1
10	Kepastian hukum usaha penyedia tenaga listrik (Legal)	0.07	3	0.21
Threats				
1	Kemudahan pendirian SPKLU karena didorong oleh pemerintah melalui regulasi sehingga meningkatkan persaingan (Politik)	0.1	3	0.3
2	Pertumbuhan SPKLU (peningkatan persaingan) (Politik)	0.07	2	0.14
3	Kesadaran masyarakat akan polusi udara masih sangat rendah (Sosial)	0.06	2	0.12
4	Standarisasi alat alat dan teknologi SPKLU yang sangat banyak (Teknologi)	0.06	2	0.12
5	Munculnya waste daur ulang baterai (Environment)	0.04	3	0.12
6	Pemenuhan semua regulasi usaha penyedia tenaga listrik (Legal)	0.08	4	0.32
Total		1.00		2.64
Weight (0.0 tidak penting, 1.0 = sangat penting) Rating (4 = respon unggul; 3 = diatas rata-rata; 2 = rata-rata; 1=respon buruk)				

Figure 1
Evaluation of External Factors (EFE) eV-Station

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Key Internal Factors		Weight	Rating	W-Scored
Strengths				
1	eV-Station berlokasi di pinggir jalan raya strategis yang memiliki kemudahan akses dan berada di kota setelit	0.11	4	0.44
2	ev-Station dilengkapi dengan fasilitas Coffee shop dan co working space	0.08	3	0.24
3	Desain interior menarik dengan tampilan aquascape yang inspiratif	0.08	3	0.24
4	eV-Station melakukan riset dan pengembangan pelayanan secara terus menerus	0.06	2	0.12
5	Kecepatan internet dan perangkat pendukung lain dalam co working space merupakan nilai tambah untuk ev-Station	0.08	3	0.24
6	Strategi pemasaran online maupun offline di dukung oleh IT infratraktur yang baik	0.08	3	0.24
7	Terstruktur dan berbadan hukum	0.06	2	0.12
8	Integrasi Layanan	0.12	4	0.48
9	Safety Ekspert yang terus menerus dikembangkan keahliannya dengan training training khusus safety kelistrikan	0.07	3	0.21
Weakness				
1	SDM baru dan terus menerus beradaptasi terhadap budaya perusahaan	0.08	2	0.16
2	Pemain baru dengan merek dagang baru di industri SPKLU	0.08	3	0.24
3	Modal awal masih membutuhkan investor	0.10	3	0.30
Total		1.00		3.03
Weight (0.0 tidak penting , 1.0 = sangat penting) Rating (4 = respon unggul; 3 = diatas rata-rata; 2 = rata-rata; 1=respon buruk)				

Figure 2
eV-Station Internal Factor Evaluation (IFE)

5. Matching Stage

David, (2019) states that the matching stage of the strategy formulation framework consists of SWOT and IE Matrix. SWOT Matrix is an important matching tool that can help managers to develop 4 types of strategies; SO strategies (Strengths-Opportunities), WO strategies (Weaknesses-Opportunities), ST strategies (Strengths-Threats) and WT strategies (Weaknesses-Threats).



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SWOT Analysis


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Figure 4
SWOT Analysis

6. Decision Stage

Bambang, (2023) states any additional strategies resulting from the matching analysis can be discussed and added to the list of viable alternative strategy options. Based on the results of the SWOT matrix and IE matrix, eV-Station determines two alternative strategies that eV-Station will choose: service development strategies and offline and online market penetration strategies.

Key Factors			Weight	Alternatif 1 Product Development		Alternatif 2 Penetrasi Pasar	
Opportunity				AS	TAS	AS	TAS
1	Perundangan / regulasi yang dikeluarkan pemerintah bertujuan untuk men		0.05	4	0.20	4	0.20
2	Ijin usaha dan kebijakan infrastruktur yang jelas memudahkan pendirian Sf		0.04	3	0.11	4	0.14
3	Daya beli masyarakat meningkat seiring dengan pertumbuhan ekonomi (Ek		0.04	4	0.14	3	0.11
4	Peningkatan jumlah mobil listrik meningkatkan kebutuhan SPKLU (Ekonomi		0.03	3	0.09	2	0.06
5	Kesadaran masyarakat terhadap energi terbarukan meningkat (Sosial)		0.02	3	0.05	2	0.03
6	Membeli mobil listrik meningkatkan gaya hidup / lifestyle (Sosial)		0.03	2	0.05	2	0.05
7	Minat masyarakat terhadap mobil listrik semakin meningkat (Sosial)		0.02	3	0.06	2	0.04
8	GHG (<i>Green House Gas</i>) rendah (Environment)		0.03	3	0.08	2	0.05
9	Energi baru terbarukan (EBT) (Environment)		0.03	2	0.05	2	0.05
10	Kepastian hukum usaha penyedia tenaga listrik (Legal)		0.04	3	0.11	3	0.11
Threats							
1	Kemudahan pendirian SPKLU karena didorong oleh pemerintah melalui reg		0.05	2	0.10	4	0.20
2	Pertumbuhan SPKLU (peningkatan persaingan) (Politik)		0.04	4	0.14	3	0.11
3	Kesadaran masyarakat akan polusi udara masih sangat rendah (Sosial)		0.03	3	0.09	2	0.06
4	Standarisasi alat alat dan teknologi SPKLU yang sangat banyak (Teknologi)		0.03	4	0.12	3	0.09
5	Munculnya waste daur ulang baterai (Environment)		0.02	3	0.06	2	0.04
6	Pemenuhan semua regulasi usaha penyedia tenaga listrik (Legal)		0.04	3	0.12	3	0.12
Strengths							
1	eV-Station berlokasi di pinggir jalan raya strategis yang memiliki kemudahan		0.06	4	0.22	3	0.17
2	ev-Station dilengkapi dengan fasilitas Coffee shop dan co working space		0.04	3	0.12	2	0.08
3	Desain interior menarik dengan tampilan aquascape yang inspiratif		0.04	3	0.12	2	0.08
4	eV-Station melakukan riset dan pengembangan pelayanan secara terus		0.03	3	0.09	3	0.09
5	Kecepatan internet dan perangkat pendukung lain dalam co working space		0.04	2	0.08	2	0.08
6	Strategi pemasaran online maupun offline di dukung oleh IT infratraktur yang		0.04	3	0.12	3	0.12
7	Terstruktur dan berbadan hukum		0.03	2	0.06	2	0.06
8	Integrasi Layanan		0.06	4	0.24	3	0.18
9	Safety Ekspert yang terus menerus dikembangkan keahliannya dengan		0.04	3	0.11	3	0.11
Weakness							
1	SDM baru dan terus menerus beradaptasi terhadap budaya perusahaan		0.04	3	0.12	3	0.12
2	Pemain baru dengan merek dagang baru di industri SPKLU		0.04	3	0.12	3	0.12
3	Modal awal masih membutuhkan investor		0.05	3	0.15	3	0.15
Total			1.00		3.10		2.80

Figure 5
Key Factors

7. Porter's Generic Strategy

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Porter's generic strategy describes how the company pursues competitive advantage in the selected market scope (Febrian et al., 2022). Based on the results of Competitive Force analysis, SWOT Matrix and Competitive Advantage owned by eV-Station, the strategy chosen is Differentiation Focus Strategy. By applying the Differentiation Focus Strategy, it is expected to reduce the threat of competition by offering different and more attractive service innovations than competitors.


Scope	Broad	Cost Leadership	Differentiation
		Cost Focus	Differentiation Focus 
	Narrow	Cost	Differentiation
		Source of Competitive Advantage	

Figure 6
SWOT Analysis

8. Lean Business Canvas

The Lean Business Canvas Model is a one-page business plan method created by Ash Maurya, which was adapted from the Business Model Canvas by Alexander Osterwalder. Gary (2015) states that Lean Canvas helps deconstruct the business model into nine different sub-sections which are then systematically tested in order of highest to lowest risk and is a business model validation tool.

Lean Canvas

Key Partnerships  <ul style="list-style-type: none"> - PLN (penyedia Listrik) - Tenant coffe shop - Provider Internet - Pengembang Kawasan - Komunitas kendaraan listrik - Bank 	Solution  (Top 3 Features) <ul style="list-style-type: none"> 1. Menyediakan tempat pengisian kendaraan listrik (SPKLU) untuk mobil dengan fasilitas pengisian baterai fast charging / ultrafast charging dan menyediakan type type connector yang lengkap 2. Menyediakan SPKLU dengan ruang tunggu yang memiliki fasilitas lengkap dan nyaman, dengan menyewakan space kepada tenant kopi ternama & Co working space. 3. Menyediakan fasilitas robotic car wash 	Unique Value Proposition  <p>eV-Station yang dilengkapi dengan ruang tunggu yang nyaman, Internet Service Provider (ISP) yang cepat dan stabil, Co Working Space dengan interior aquascape yang indah, Robotic Car Wash, Kursi Pijat electric, Tenant Coffee Shop, pengisian nitrogen dan gallery ATM</p>	Unfair Advantage  <ul style="list-style-type: none"> 1. Lokasi (kontrak eksklusif dengan pengembang Kawasan) 2. Integrasi Layanan (Paket PAPI dan PEWE) 3. Safety Expert SDM 	Customer Segment  <ul style="list-style-type: none"> - Pemilik kendaraan listrik - Freelancer / start up yang membutuhkan co working space untuk bekerja - Pecinta kopi
Cost Structure  <ul style="list-style-type: none"> - Direct Cost (listrik) - Operational Cost (Gaji Karyawan, Utilitas, Fasilitas, Perawatan Tempat dll) - Marketing - Sewa tempat 		Revenue Streams  <ul style="list-style-type: none"> - Pengisian baterai - Penyewaan Reguler & Private co working space - Auto Car wash - Penyewaan event space outdoor - Penyewaan tenant coffee shop - ATM 		

Figure 7
SWOT Analysis

RESULTS AND DISCUSSION

Based on the description of Human Capital planning in the Theory and Methods above, the following are the results of the discussion of Human Capital planning based on the goals to be achieved by the eV-Station Human Capital section, each goal is short-term, medium-term, long-term (Wardani et al., 2016).

Category	Company Human Capital Goals	
Short Term (0 - 2 years)	1	100% Recruitment and selection activities run well and correctly in accordance with the required competencies.
	2	100% of employees are hired in accordance with the needs to achieve targets in each department.
	3	Training programs are created when employees are hired and development programs are created at the end of the year by each department.
	4	Conduct performance evaluations and provide direction in achieving employee performance targets 2 times per year.
Medium Term (3 - 5 years)	1	All employees work within the company culture.
	2	Ensure employee involvement in small improvement activities once per month per employee.
	3	Providing bonuses and rewards for outstanding employees and career promotion
Long Term (6 - 10 years)	1	<i>EV Station Learning Center Program which is conducted every 6 months in each department.</i>
	2	<i>Retraining employees and conducted on a cyclical basis</i>

Kategori	Tujuan Perusahaan Human Capital	Sasaran Perusahaan Human Capital
Jangka Pendek (0 - 2 tahun)	1 100% Pemenuhan karyawan sesuai dengan kompetensi yang diharapkan 2 Membuat struktur organisasi sesuai dengan kebutuhan organisasi perusahaan 3 Training softskill, prosedur standar keamanan dan product knowledge 4 KPI Goals setting	1 a. Sumber rekrutmen : job fair university, aplikasi pencari kerja (LinkedIn, Jobstreet, Karir.com). b. Latar Pendidikan dan sertifikat Kompetensi c. Psikotes dan tes online (Cognitive, budaya dan bahasa Inggris) kebutuhan karyawan perusahaan terpenuhi sesuai struktur organisasi dengan kualifikasi yg sudah ditentukan beserta job desk nya 2 Training softskill, prosedur standar keamanan dan product knowledge setiap 6 bulan sekali 3 a. KPI Rekrutmen (menentukan efektivitas rekrutmen perusahaan evaluasi setiap tahun sekali) b. KPI Retensi Karyawan (mengukur seberapa baik perusahaan dapat membuat karyawan tetap termotivasi dan terlibat evaluasi per 6 bulan) c. KPI Kedisiplinan dan kinerja Karyawan (kepatuhan jam kerja dan absensi kehadiran evaluasi setiap bulan) 4
Jangka Menengah (3 - 5 tahun)	1 Karyawan memahami dan mengimplementasikan budaya organisasi dengan kuat dan konsisten 2 Membangun organisasi yang inovatif dalam menciptakan continuous improvement guna memberikan pelayanan yang terbaik kepada konsumen 3 Pengembangan karir karyawan	1 implementasi setiap karyawan menerapkan budaya perusahaan dengan SIAP (Smart, Integrity, Agile dan Professional) 2 Berinovasi dan berkreaitivitas untuk kemajuan perusahaan dan kepuasan konsumen 3 Promosi dan Reward bagi Karir karyawan yg berprestasi
Jangka Panjang (6 - 10 tahun)	1 <i>knowledge worker</i> 2 <i>Employee Engagement</i>	1 <i>coaching knowledge worker (safety expert untuk menjadi pembicara/coaching dalam training)</i> 2 <i>beasiswa pendidikan bagi karyawan yg berprestasi dan berdedikasi tinggi terhadap perusahaan</i>

Seen in the table above, there are several ways carried out by Human Capital in achieving its goals, for the short-term starting from the process of recruiting employees

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EV-Station will use online recruitment (online interviews and tests) and offline (User Interviews) (Imbron & Pamungkas, 2021). The company will provide job vacancy information through social media and through the electric vehicle community then the EV-Station organizational structure will be managed in accordance with predetermined human capital objectives. Human resources in the company environment will have their respective positions, responsibilities and functions, there are three steps that the company will take in the employee recruitment process, as follows (Pratiwi, 2022):

- a. Analyze employee needs (positions and positions). analyze employee needs and make HR planning. The results of the analysis are outlined in the form of a HR needs document submitted to the User (relevant Manager) for employee selection.
- b. Director Approval. The HR needs document that has been confirmed by the User (Related Manager) is then presented to the Director of the company for approval.
- c. Employee recruitment process. After the employee needs document has been presented by the User (Related Manager) and has received approval from the Director, the document is forwarded to the HC/GA Unit.

For the medium term, EV-Station will determine the values that each employee will use as a reference in taking actions, directing, managing, evaluating performance, setting priorities and so on. Values are a deeper layer of organizational culture. These values are intentionally socialized and instilled throughout the organization. These values become the moral and behavioral guide for the organization. EV Station's corporate values are (1) Smart, (2) Integrity, (3) Agile, (4) Professional which is abbreviated as SIAP.

Nilai	Assumption / Believe
Smart	Program Idea Inovation station masuk ke dalam KPI dengan harapan seluruh karyawan dalam mencetuskan ide-ide baru bagi kemajuan karyawan, ide yang terbaik akan mendapatkan reward dari perusahaan dan EV-Station menerapkan program knowledge management yang dilakukan setiap 6 bulan sekali
	EV-Station akan melibatkan setiap karyawan dalam kegiatan pengembangan perusahaan dan akan menentukan standar jenjang karir
Integrity	EV-Station akan memberikan sanksi zero bonus bagi karyawan yang tidak memiliki motivasi dan integritas dalam bekerja
	EV-Station akan memberikan sanksi PHK bagi karyawan yang bertindak melanggar hukum/lalai dalam menjalankan tugasnya
Agile	EV-Station akan memberikan penambahan nilai bonus satu kali setahun serta beasiswa pada karyawan – karyawan yang berdedikasi dan mampu bersinergi serta mampu berinovasi untuk pengembangan perusahaan
Professional	EV-Station menerapkan komunikasi terbuka, saling menghargai dan rasa hormat pada setiap karyawan. Budaya 5R (Ringkas , Rapih, Resik, Rawat dan Rajin) juga akan diterapkan di perusahaan sehingga setiap karyawan aktif dalam menjaga kebersihan area kerja, sehingga kepercayaan terhadap produk perusahaan juga akan meningkat
	EV-Station akan melakukan evaluasi terhadap kinerja karyawan dalam menanggapi dan menyelesaikan keluhan para mitra, pelanggan serta stakeholder lainnya

In addition to SIAP, the company also provides promotions and rewards for employees who excel. The compensation system currently implemented at EV-Station is

financial and non-financial and then for financial compensation is divided into two, namely direct and indirect. In addition, several indicators can be used as guidelines or references to promote an employee, including: employee work experience, expertise, a combination of work experience and expertise owned by the employee (Angraini, 2022).

Employee work experience is one of the main indicators for considering promotions. Work experience reflects a deep understanding of duties and responsibilities within the organization (Sagita & Hamdi, 2023). Employees who have worked for a significant period of time often have important contextual knowledge, an understanding of the company culture, and the ability to overcome challenges that may arise. Evaluation of work experience includes the extent to which the employee has taken initiative, tackled critical projects, and demonstrated consistent growth during their time with the company.

Expertise possessed by employees is a key indicator for promotion. Expertise involves a combination of technical knowledge, skills and interpersonal abilities. Employees who have expertise relevant to their job duties and responsibilities will be more effective in overcoming complex challenges. Increased expertise, especially in relation to the latest industry or technology developments, can contribute significantly to productivity and innovation within the organization (Wardani et al., 2016).

Combining work experience and expertise forms a solid foundation for promotion considerations. Employees who can combine practical knowledge and skills with a deep understanding of how the organization works have great potential to contribute significantly at a higher level. A careful evaluation of the extent to which employees can apply their expertise in the context of their daily work and the extent to which their experience enables them to adapt to organizational changes can be a decisive factor in promotion decisions. By considering these indicators, companies can ensure that the promotion process is based on a balanced combination of work experience, expertise, and the employee's ability to integrate into the company's mission and vision.

For the long term, the company provides knowledge worker coaching and educational scholarships for employees who excel and are highly dedicated to the company. The company provides coaching and educational scholarships to high-achieving and dedicated employees as a strategy to improve individual performance and development. Through coaching, the company seeks to expand the skills and knowledge of knowledge workers, which in turn can result in more competent and motivated employees. Educational scholarships provide opportunities for employees to pursue higher education or advanced training, creating an environment where personal growth aligns with company growth. By doing so, the company is not only investing in employee skills, but also creating factors that improve retention, productivity and innovation in the long run. This practice also builds the company's image as a workplace that cares about employee development and provides positive benefits to the company's image in the eyes of employees and in the industry as a whole.

As a company engaged in Electric Vehicle Charging, EV-Station will be formed as lean as possible (lean organization) so that it is expected that the cost budget related to human resources is not too large. The data below shows an overview of the planned

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number of employees and the total cost or budget that must be spent by the company in the next five years.

Jabatan	Tahun	Tahun	Tahun	Tahun	Tahun
(Jumlah Pada Akhir Tahun)	Ke-1	Ke-2	Ke-3	Ke-4	Ke-5
Komisaris	1	1	1	1	1
Direktur	1	1	1	1	1
Manajer Ev Station	1	1	1	1	1
Manajer Co Working Space	1	1	1	1	1
Manajer Robotic Car Wash	1	1	1	1	1
Staff Sales & Marketing	0	0	0	1	1
Staff Operasional & Safety Expert	0	0	0	1	1
Staff Finance & Tax	0	0	0	1	1
Staff IT Support & Development	0	0	0	1	1
Staff HCM/GA	0	0	0	1	1
Staff Risk Management	0	0	0	1	1
Operator Ev Station	3	3	3	3	3
Operator Co Working Space	2	2	2	2	2
Operator Robotic Car Wash	2	2	2	2	2
Office boy & cleaning service	1	2	2	2	2
Security	2	2	2	2	2
Total	15	16	16	22	22

Jabatan	Tahun	Tahun	Tahun	Tahun	Tahun
(Jumlah Pada Akhir Tahun)	Ke-1	Ke-2	Ke-3	Ke-4	Ke-5
PERIODIC SALARY EXPENSE (BASE)					
Komisaris	Rp0	Rp0	Rp0	Rp0	Rp0
Direktur	Rp247,839,022	Rp255,274,195	Rp262,932,426	Rp268,037,916	Rp268,573,992
Manajer Ev Station	Rp138,000,000	Rp142,140,000	Rp146,404,200	Rp149,332,284	Rp152,318,930
Manajer Co Working Space	Rp138,000,000	Rp142,140,000	Rp146,404,200	Rp149,332,284	Rp152,318,930
Manajer Robotic Car Wash	Rp138,000,000	Rp142,140,000	Rp146,404,200	Rp149,332,284	Rp152,318,930
Staff Sales & Marketing	Rp0	Rp0	Rp0	Rp72,000,000	Rp73,440,000
Staff Operasional & Safety Expert	Rp0	Rp0	Rp0	Rp72,000,000	Rp73,440,000
Staff Finance & Tax	Rp0	Rp0	Rp0	Rp72,000,000	Rp73,440,000
Staff IT Support & Development	Rp0	Rp0	Rp0	Rp72,000,000	Rp73,440,000
Staff HCM/GA	Rp0	Rp0	Rp0	Rp72,000,000	Rp73,440,000
Staff Risk Management	Rp0	Rp0	Rp0	Rp72,000,000	Rp73,440,000
Operator Ev Station	Rp192,896,928	Rp198,683,820	Rp204,644,340	Rp210,783,672	Rp217,107,180
Operator Co Working Space	Rp61,898,976	Rp127,511,891	Rp131,337,247	Rp133,963,992	Rp136,643,280
Operator Robotic Car Wash	Rp61,898,976	Rp127,511,891	Rp131,337,240	Rp133,963,992	Rp136,643,280
Office boy & cleaning service	Rp30,949,488	Rp127,511,891	Rp131,337,240	Rp133,963,992	Rp136,643,280
Security	Rp92,848,464	Rp127,511,891	Rp131,337,240	Rp133,963,992	Rp136,643,280
Total	Rp1,102,331,854	Rp1,390,425,577	Rp1,432,138,333	Rp1,894,674,408	Rp1,929,851,081
BENEFIT					
THR	Rp81,544,492	Rp115,868,798	Rp119,344,861	Rp136,889,534	Rp139,400,923
Bonus	Rp0	Rp0	Rp0	Rp0	Rp0
Over Time Karyawan	Rp0	Rp27,874,308	Rp27,874,308	Rp27,874,308	Rp27,874,308
BPJS Kesehatan (Dibayar Perusahaan)	Rp44,093,274	Rp55,617,023	Rp57,285,533	Rp75,786,976	Rp77,194,043
BPJS Kesehatan (Dibayar Pekerja)	Rp11,023,319	Rp13,904,256	Rp14,321,383	Rp18,946,744	Rp19,298,511
BPJS Ketenagakerjaan (Dibayar Perusahaan)	Rp22,046,637	Rp27,808,512	Rp28,642,767	Rp37,893,488	Rp38,597,022
BPJS Ketenagakerjaan (Dibayar Pekerja)	Rp11,023,319	Rp13,904,256	Rp14,321,383	Rp18,946,744	Rp19,298,511
Pajak Penghasilan	Rp55,116,593	Rp69,521,279	Rp71,606,917	Rp94,733,720	Rp96,492,554
OTHERS					
Budaya Perusahaan (Artefak D.I.I)	Rp22,150,000	Rp12,750,000	Rp12,750,000	Rp22,150,000	Rp22,150,000
Entertainment dan Gathering	Rp0	Rp0	Rp0	Rp0	Rp39,000,000
Training Karyawan	Rp60,000,000	Rp60,000,000	Rp60,000,000	Rp60,000,000	Rp60,000,000
Rekrutmen	Rp20,000,000	Rp1,200,000	Rp0	Rp7,200,000	Rp7,200,000
Total	Rp 1,429,329,487	Rp 1,788,874,008	Rp 1,838,285,486	Rp 2,395,095,923	Rp 2,476,356,953

Conclusion

As a company engaged in Electric Vehicle Charging, EV-Station's human capital plays a key role in achieving business success and sustainability. Investing in excellent human resources is a key strategy to deal with the dynamics of a rapidly evolving industry, particularly in electric vehicle technology. Upskilling employees through training and development is an important step to ensure that they can cope with the ever-

changing technological demands. As work experience increases, employees become more skilled in operating and maintaining complex charging infrastructure.

An employee's work experience, his/her skills, and a combination of work experience and skills such as technical expertise in charging and equipment maintenance are important cornerstones in employee selection and promotion. In an industry that is constantly evolving, companies need to ensure that their staff keep their knowledge up to date and can adapt to the latest technological developments. The combination of substantial work experience and superior technical expertise can create a team capable of delivering electric vehicle charging services efficiently and reliably. Overall, a focus on human capital gives companies a competitive advantage, ensuring that they can lead the way in an era where electric vehicles are increasingly dominating the market.

A smart corporate strategy in human capital management also includes incentives and reward programs to boost employee motivation. Employees who feel recognized and valued tend to be more dedicated and motivated to give their best in their work. Performance-linked incentive programs, such as bonuses or internal promotions, can drive increased productivity and long-term commitment.

By embracing human capital as a key asset, EV charging companies create a work environment that supports employee growth, delivers superior service to customers, and meets the challenges of a changing industry. Overall, effective human capital management contributes significantly to the company's success and sustainability in the era of transformation towards green mobility.

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