

Implementation of Human Resource Management in Zayurku's Business Plan

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ABSTRACT : *It is essential for Zayurku, a new fast-food business, to execute strong Human Resource Management in line with current circumstances to boost its performance. Zayurku's startup firm was the focus of this research, which examined the role of human resource management (HRM) in its success. Because many food companies are expanding and need a large number of human resources in the area of technology and modern packaging methods. Zayurku can remain competitive in the fast-food industry with the proper application of HRM. Human Resource Management (HRM) is the approach used, encompassing all aspects of staffing, training, remuneration, and labor relations. According to the findings of this study, fast food companies must implement HRM to compete effectively. In order to do so, a training center and research must be established to develop human resources capable of mastering food technology and fast-food processing to meet the demands of both the companies and the ready food ecosystem. Nowadays, fast food rivalry in Indonesia means that Indonesians are looking for healthy, convenient, and profitable ways to eat.*

KEYWORD : The role of HR ; Management of human resources ; Human Resource Management, Startup Business, Zayurku.

I. INTRODUCTION

Every year thousands of new businesses emerge in the hope of success and become one of the businesses that experience great success in a limited time (Akula, 2015; Jafari-Sadeghi et al., 2020a; Jafari-Sadeghi et al., 2020b). This seems to be an extraordinary event when pure ideas have been presented that lead to economic value creation. However, the problem begins when we look at the statistics related to success and failure and find many startups who have failed and been forced to leave the competition arena after a while. Despite emerging as a small business, the new business creates jobs and leads to innovation and competition, and in addition to their symbolic importance to economic growth, brings benefits to their owners, employees, and investors due to their rapid growth. The growth model of new business is different, and each new business has its growth model that is prone to change over time (Nascimento, 2017).

HRM funding for new businesses becomes more vital as they become more complex and must provide good results to stakeholders. Here, the importance of a deeper focus on human resources as a prominent factor in gaining a competitive advantage and distinguishing companies from each other is becoming increasingly apparent (Dana et al., 2016; Devine et al., 2019; Garousi et al., 2020), and companies aware of uncertainty will pay attention to more productive human resources. When discussing HR for a new business, it means that the appropriate HRM mission and practices should be designed to address the company's short- and long-term needs and try to meet them. HRM in new start-ups can have a variety of visions and missions on which the life of this new startup depends on human resources (Nascimento, 2017). In addition, HRM practices should be more scientific and tailored to the needs of companies to increase the impact of individuals on the new start-up (Mokhtarzadeh et al., 2018). Today, new start-ups' most significant challenge is attracting and retaining the best talent. When new start-ups compete with large organizations to attract and retain their talent, their HRM practices can attract the best talent and retain it in the best way to continue hr or enterprise operations. Therefore, challenges in new startups include failures and obstacles in HRM practices such as new start-up weaknesses in various aspects of hiring, incentive systems, performance appraisals, etc. In a competitive environment, HRM can add value to the organization.

Understanding the growth and success of new start-ups can increase the motivation of a new generation to create new start-ups (Jafari-Sadeghi, 2020). However, sufficient attention is not paid to HRM to new startups for various reasons. This problem exists globally and can be seen for real within our country. Understanding the perspectives of employers and employees about the role of HRM in the growth of new start-ups can help employers take steps to align employee perspectives with the company's HRM mission and practices. On the

other hand, employers' awareness of deficiencies in a company's HRM practices cannot be a way to strengthen HRM practices in companies.

Seeing from the opportunity, Zayurku tried to make a business breakthrough that makes Vegetable ready to eat products with self-healing technology and complete with seasonings and side dishes. The product will be made in a practical form of packaging and distributed on several islands in Indonesia in the first year. While in the next year, it will penetrate the entire territory of Indonesia. Zayurku ready meals are an alternative product for consumers who have limited time to cook and serve healthy food menus such as vegetables and side dishes because of their busyness and ability to cook. Zayurku's business progress is strongly supported by qualified HR needs and has competencies that must continually be updated and continue to be developed so that hr needs will be met and implemented. Strong HRM can meet the challenges of quality HR needs in the future. Human Resource Management Strategy is the best step to consider all factors related to human resources in Zayurku. This is because Human Resource Management is part of managing the most valuable human resource assets and ensuring everything is needed to meet the company's goals, suggestions, vision, and mission in the scope of HR management. Based on the explanation described above about the phenomenon of Human Resource Management in Zayurku, then the human resource management variable becomes an essential issue in winning the competition of new startups today that cause gaps. So that makes the background of researchers to conduct a study entitled "The Influence of Human Resource Management pada Zayurku Business" (Case Study on Zayurku). This research aims to examine the role of HRM in the initial process of a new startup business up to its development.

II. LITERATURE REVIEW

Human Resource Management (HRM) was first developed in academic work in the United States and then increasingly applied (Mahdiraji et al., 2019a). HRM is a strategic, integrated, and comprehensive approach to the recruitment, development, and well-being of people working in organizations and includes a set of policies designed based on management decisions to achieve the organization's desired goals (Mahdiraji et al., 2019). A company's HRM practices must manage human resources to achieve optimal goals and sustainable society. Assuming that the primary goal of any business is to increase profits or revenue and desired services, HRM practices can be a strategic and efficient way to recruit employees who match, motivate and engage them, increase flexibility, and increase profitability (Mahmoudi et al., 2019). Therefore, the goal of formulating HRM practices can be considered as managing people to achieve organizational goals and improve performance (Dana, 2017). HRM practices include job design, employee recruitment, selection, performance assessment, training and development, career planning, compensation, labor relations (Orakwue and Igusi, 2020).

2.1. HRM role

Employees are the company's most valuable asset, and HRM impacts every element of the business. As a result, business owners must be informed of HRM choices (Khan, 2017; Sadeghi et al., 2019a, b). Nascimento (2017) conducted interviews with startup workers and employers to learn about HRM's position in the startup world. According to the findings, HRM may play a variety of functions in a company, from strategic to non-strategic. Rojanapuwadol (2012) performed a case study from the perspective of entrepreneurs and CEOs in strategic HUMAN RESOURCES and labor relations in small and medium firms. The findings demonstrated that small businesses depended on various networks for recruiting throughout their early years (Mokhtarzadeh et al., 2020; Sadeghi and Biancone 2018). Even though their revenues were volatile, the firms examined had been giving formula training and grazing their animals from the early stages of development. They focus on the psychological pleasures rather than the money advantages because of the lack of financial means. Baron and Hannan (2002) also looked at the role of HRM in the new economy. Because of the "building to flip" mentality, business owners and investors alike are scrambling to find the latest in cutting-edge technological solutions.

As Kunampurat and Nithila (2018), point out, startups are challenging to hold on to highly skilled workers in today's labor-intensive, fast-paced work environments. It is difficult for new businesses entering the market to keep their employees due to a variety of factors like the need to compete with established ones, lack of assurances about the viability of the product or service, fluctuations in revenue due to the nature of a startup's business model, changes in tax laws and regulations, and so on startup. For this reason, a sound plan for motivating and retaining personnel is required. Findings from the research show that a common issue experienced by virtually all startups is their total workforce of varied positions and responsibilities. Even in today's fast-paced environment, having the most extraordinary person in place decides whether or not a firm can stay competitive. It is not only about whom you hire; it is also about how you keep them. The organizational environment is seen as a great difficulty by many firms when hiring and maintaining employees (Lee Hom and Liz, 2017).

2.2. Culture and Values of the Company

Organizational culture is divided into multiple tiers or levels, according to Schein in Panbundu (2012), such as first-level artifacts (Artifact). An organization's first level of culture is visible or on the surface

(Surface). When a person joins an organization with unknown cultures, such as goods, organizational history, architecture, language, technology, myths, tales, rituals, and how to dress, they experience this level on a visceral, audible, and tactile level. The values exhibited by superiors and peers in the workplace are at the heart of these avowed principles. An organization's culture may be evident in setting objectives and approaches to issue resolution, both internally and outside. In order to understand values, one must first understand the three basic assumptions, which are the most fundamental assumptions that underpin them. The nature of human nature, the nature of human action, and the nature of human connections are some of the basic assumptions. According to Sopiah (2008, p.132), basic assumptions reveal what members consider to be reality and have an impact on what they experience, think, and feel for themselves.

2.3. Human Resource Management Planning

According to Robert L. Mathis and John H. Jackson (2001), HR planning is analyzing and determining the availability and demand for human resources so that the business may accomplish its objectives. HRP also refers to gathering data on labor requirements to coordinate their execution with organizational strategies, as defined by Andrew E. Sikula. There are systems in place to ensure that the proper quantities and kinds of people with the relevant capabilities are available when needed (Mondy and Noe, 1995). According to William B. Werther and Keith Davis, HR planning is a systematic approach to reducing future employee demand (number needed) and supply (type available) in order for the hr department to better plan the execution of recruiting and selection training and related operations.

III. METHODOLOGY

Methods for this study include qualitative research, a study technique, and the application of the function of HRM in Zayurku. Qualitative research aims to characterize and comprehend occurrences from the researcher's perspective (Leedy and Ormrod, 2005). In qualitative research, the focus is not on measuring and assessing but rather on understanding the meaning of the phenomenon. Studies of current phenomena in real-world settings involve case studies, according to Yin (2003a), mainly when the boundaries between phenomena and their environments are not evident. Case studies are being used in this research because they allow for startup analysis, the examination of several units at once, and a greater degree of confidence in the conclusions than feasible with a single case study (Pearce et al., 2014).

IV. RESULT DISCUSSION

4.1. Human Resource Management.

Planned utilization of an organization's human resources to accomplish a particular objective is known as human resource planning. Employee acquisition, training, assessment, and compensation are all handled by HR. It is essential to pay attention to their health, well-being, safety, and justice. With specialized human resources, you will find programs focusing on the most efficient ways to utilize people (workers) to meet corporate and personal objectives. Human Resource Planning determines the number and types of employees needed to meet a company's objectives. The company's culture, organizational structure, recruiting, training, appraisal of employee performance, and the best financing requirements of human resources will be established through Human Resource Planning.

4.2. Goals and Objectives of Human Capital

4.2.1. The Purpose of Human Capital

To ensure the long-term viability of Zayurku's business, the firm has a well-structured and well-managed strategy that considers all aspects of each action in the planned plan. Staffing planning (also known as "Manpower") is a method of determining the optimal number of workers for every given task so that the organization may operate efficiently in the near term. Core personnel will be trained in Zayurku's demands as part of a knowledge management and training program implemented over the medium term. It was making a training system for improving the abilities of Zayurku's employees that are constantly evaluated and awards and career levels to the best talent while also evaluating the performance of Zayurku-owned human resources—building an innovation center to form a cooperative spirit, ideas, and recommendations for the innovation progress of the company. Increase human resources' loyalty to Zayurku by developing professional programs to build employee engagement under a leadership style that is in agreement with the company's objectives and to sustain retention are the long-term aims of this plan personnel in order to preserve their skills and experience while also limiting the number of overworked individuals.

4.2.2. Target Human Capital

Organizational structures with the appropriate number of employees, employee cooperation patterns free to provide input for improvement, mutual help, and mutual bonding with coworkers, superiors, management, and companies are the ultimate goal of human capital, which can be achieved through knowledge-management systems that support learning organizations and through groups of employees as a form of employee cooperation.

4.3. Culture and Values of the Company

Companies establish a work atmosphere where employees feel at ease while maintaining a professional air about them. In order to achieve the firm's objectives, the corporation builds the organizational culture, which in turn molds the excellent behavior of workers working individually and in groups. There are three layers of corporate culture: artifact, professed ideals, and fundamental assumptions. The Company's goal in fostering a positive workplace culture is to make employees feel at ease while maintaining a high level of professionalism. In today's industry, there are few restrictions, and a casual work environment is a norm. By building a digital-based presence system and outcomes where each person is graded on their performance from the results that have been accomplished, human resource management plays a crucial part in ensuring that while relaxed, the Company can still maintain a strong work ethic. Management of human resources helps establish a positive work environment, which improves productivity. One way to keep employees from becoming exhausted due to their ongoing struggles at work is to organize therapeutic activities for them. Employees might also form stronger bonds via these activities. Startups are more likely to experience opposing viewpoints. To preserve a welcoming and professional work environment, HR plays a role in settling conflicts.

Zayurku's cultural transformation refers to a thorough and fundamental alteration in the meaning of the word "transformation." It is safe to assume that although some people like the prospect of a new beginning, others become restless or even hostile against it. It is important to remember, though, that culture also serves as a filter and a binder. There will be a separation between those connected with the culture and ideals and those who do not comply. The 4R structure, which is utilized to establish a zayurku culture, stands for Rephrase, Reach, Rituals, and Rules.

4.3.1. Company logo

The company logo is based on the company's philosophy and signifies the company itself.



4.3.2. Company uniform

Zayurku's dress standard set by the company is sporty where the company's uniform will describe the company so that employees of all levels wear the same uniform, while others will know and see that Zayurku's corporate identity will increase work motivation for employees. Here is the shape of Zayurku's uniform as seen in the following picture.



4.3.4. Company Value

Human resources must continually be able to improve themselves proactively in the age of globalization's increased competition. The HR assumption is the amount of corporate culture that permeates the whole workforce. The everyday actions of employees in the company are based on these HR assumptions. Additionally, Zayurku has a team dedicated to creating new values based on its founders' ideology and new values depending on changes and business rivalry circumstances, and this team is specified structurally from the leadership of the firm. After the value system is mapped out, the next step is to agree on how the value system should be implemented, which means that founders, successors, and other essential players must believe in, execute, and adopt the Zayurku value system as the company's philosophy. Second, the ideals of zayurku must be shared and taught to all employees. Employees' commitment to Zayurku's ideals is ultimately determined by their level of self-awareness, comprehension, and involvement. The third step is to create a more specific system

or set of rules for the company's value system, both written and unwritten. Awarding and sanctioning capabilities are a must for this system. Finally, there is the issue of authority. It is necessary to have someone enforcing the current set of values. A leader's ability to set an example and influence an organization's culture is critical. Employees will exhibit the firm's value system in their work environment, decision-making, and social interactions inside the organization due to the adoption of corporate values. The company's value will guide employees, managers, directors, and firm owners as a handbook. The enterprise of Zayurku specializes in producing food that is ready to eat. Zayurku has built principles of creativity, cooperation, enthusiasm, innovation, all of which have been emphasized throughout the process in the organization.

4.3.5. Assumption

Human resources must continually be able to improve themselves proactively in the age of globalization's increased competition. We need human resources to be human beings eager to learn and work hard with passion for an organization's human resource development potential (HRD) to be appropriately developed. It is because human resources directly impact the trajectory of a business and its decisions. As a result, it may be claimed that an organization is nothing without human resources. The company's human resources must be appropriately handled to balance the expectations and capabilities of the organization and the requirements of its personnel. Maintaining this equilibrium is key to a company's productive and reasonable growth. Employee productivity is predicted when human resources are professionally managed. Human resource management (HRM) is a term for managing human resources. Human resources must continually be able to improve themselves proactively in the age of globalization's increased competition. The HR assumption is the amount of corporate culture that permeates the whole workforce. The everyday actions of employees in the company are based on these HR assumptions. Zayurku's assumptions and beliefs are based on honesty, caring, openness, innovation, teamwork, and excellence in order to realize the company's mission and stay true to its values.

4.3.6. Organizational Structure

Having a clear understanding of the roles and authority assigned to each firm's division is critical for each division's ability to perform its duties and obligations. The organizational structure of zayurku may be seen here. Appendix 2 provides a breakdown of each position's duties and authority based on Zayurku's organizational chart.

4.4. Human Recourses Management Planning

Using the Man Power Plan, the HR department at Zayurku prepares a five-year forecast of HR requirements before implementing the following HRM procedure.

4.4.1. Employee Recruitment

4.4.1.1. Online Recruitment

There is no denying that many businesses are now turning to internet recruiting to fill open positions. Professional media such as LinkedIn and Job street provide information and even labor suggestions that align with the company's ideals if premium services are used. Simply managing information and profile pages, sorting out prospects, and inviting them to the organization is all that is required of companies in the recruitment process.

4.4.1.2. University Recruitment

Because of the rise of Indonesia's IT-focused colleges, the corporation considers them a great area to hunt for future employees. Recruitment is carried out by working with career divisions with general conditions such as completed IT projects, portfolios, and digital expertise. Colleges are picked based on their reputation and the caliber of their alumni, as judged by the local community.

4.4.1.3. Recommendation

Personnel who have previously worked for the firm and those with links to it may serve as sources of referrals for the organization when it comes to hiring new employees. Nevertheless, using this recommendation system, a candidate will not be given preferential treatment and will have to undergo the same selection process as other applicants.

4.4.2. Selection System

Prospective workers who have completed the selection process are used in the selection process to locate suitable candidates for the roles that the organization requires. Here is how it has been done in a typical phase: selecting a senior administration official as the initial step. Basic ability tests, as well as psychological evaluations, are included—the third and last ones. The first three months are spent learning the ropes on the job, and the final month is spent signing the contract that binds you to the business. Of course, the organization must also be careful when selecting the right people to fill these positions. Companies may use a variety of ways to find new employees, including the business website, Job street, LinkedIn, and even email. When it comes to recruiting, human resources management must recognize the demands of each division and the traits that a candidate should possess. In addition, teams must be discriminating in selecting new members. One does not

have to be a top executive at a major firm to be a good fit for the position. Employee morale may be boosted and difficulties alleviated if the human resources management staff knows what to look for. There is a three-month On the Job Training (OJT) period for workers who have been approved. If the employee is certified as a graduate of OJT activities, the employee becomes a full-time staff member of the firm.

4.4.3. Learning and Development

Developing a career path for Zayurku's workers is essential since it will help employees understand the professional route they will be on and the steps they will need to take to get there. In addition, workers will be more enthused and driven to accomplish their best work if they access information about their career progression. In order to keep the top personnel in the firm, the organization has to provide a clear and well-defined career path for them to follow. It will also be easier for workers to move up the corporate ladder, reducing the need for Human Resources to go out and locate new hires who may not be as qualified or as productive as current employees. In addition, the adoption of a solid career plan may lower the cost of education. For Zayurku's professional advancement, the first stage was to identify the Human Capital Strategy. First, determining a person's job position, and then determining their career path. All employees' career paths are mapped out in detail in step three. In addition, evaluate all personnel and define the future career paths for each post to be filled.

4.4.4. Training and Certification

Workplace training and certification are two of the most common methods used to help employees advance technical and moral competencies. Employers expect training and certification in line with current and future employment requirements. *Training* is an activity aimed at providing individuals with the information and abilities required for their present position (Eriyanto et al., 2021). As a part of his commitment to their professional development, Zayurku provides training to all staff members. The following are the many components of employee education: 20 percent of the company's revenue comes from marketing. Selling skills, negotiation skills, decision-making skills, skill presentation, and market mapping are among the topics covered in this program. STP and digital marketing training are also available. Another 30 percent goes to Maklon, which deals with supply chain training, legality, and negotiation for the operational side of the company's business. Lastly, in the R&D component, students learn about food preservation and packaging, irradiation, and other cutting-edge food-related technologies, with a 30 percent weighting toward this area of study. The fourth part is training on raw material quality, ISO 9001:2015, HACCP, and QC methodologies for food items. In terms of the 20 percent split between HR and Finance.

4.4.5. Compensation System

A Zayurku employee's pay is the total compensation they get for their labor in the form of money or other advantages, such as bonuses, incentives, and benefits such as health care and vacation allowances, and lunch money and leaves money. Employees are compensated in direct pay or salary, bonuses, commissions, and other forms of remuneration. Education, experience, dependents, corporate capabilities, economic situations, and job conditions all play a role in determining salary. Compensation is intended to foster employee loyalty and retention, particularly among temporary workers prone to job-hopping. Workers will be compensated and paid according to their remuneration structure, which will help keep them motivated at work while reducing turnover. Financial, as well as non-financial incentives, are used to motivate employees.

4.4.6. Job Evaluation

Employee performance is evaluated and assessed via the performance assessment process. Performance evaluation focuses on the capacity ability of workers to carry out a job or activity that is objectively and frequently assessed using particular criteria. In order to decide yearly raises or bonuses, Zayurku performs six-month performance evaluations. A company's policies may be better formulated with the help of performance evaluation. To ensure that workers are doing their duties successfully, the firm must conduct extensive and meticulous assessments. This will ensure that employees are satisfied with the company's assessment of what they have accomplished. Assessments include competency in the task, degree of completion and quality, collaboration, decision-making, creativity, communication, and problem-solving. It may be divided into technological, conceptual, and interpersonal.

4.4.7. Termination of Employment and Retirement

A few years ago, termination of employment was a dreadful event for people who were still employed. Many industries are being forced to shut down because of unstable political situations, which are further compounded by the crowded economic conditions that result in haphazard layoffs. The termination of employment or layoffs is the end of the rights and duties of employees or workers and employers owing to a specific event (Indonesian Law No. 13 of 2003 on Employment, article 1 paragraph 25). Temporary and permanent layoffs are the two forms of employment losses or layoffs. There are two forms of temporary layoffs: temporary absences from work due to personal or family obligations or temporary dismissal due to the company's financial woes. There are three sorts of permanent layoffs: resignation, retirement, termination; death; and termination. Pensions for employees must consider several different factors, including the employee's

age when they retire as well as their length of service with the firm and the number of years, they have worked for them. This directly correlates to the amount of money that will be awarded. Pension payments will only be paid once to workers who retire with a minimum of five times their last take-home pay when corporate finances are available. Employees may also be eligible for an early retirement plan if funds are available.

4.4.8. Excommunication

Many factors are taken into account by the organization when terminating an employee, including First, the company's financial situation necessitates early retirement for employees who have worked for more than five years. Employees whose names fall within a certain quota may be recommended to the CEO for consideration. Employees who lose their jobs get 1x their THP in severance pay and money instead of benefits. Employees who fail to show up for work for five consecutive days without written evidence or a doctor's letter commit severe violations of company rules, harm the company through work negligence, engage in unlawful acts or social norms outside the company, or use drugs will be terminated. Employees affected by the termination of employment will receive severance following.

V. CONCLUSION

For Zayurku to compete in Indonesia's ready-to-eat food market, the HRM practices used by the company are very successful. Human resources play an essential part in the fast-food business; therefore, anticipating the difficulties of finding skilled staff necessitated implementing a robust and adaptable HRM system that could adapt to the company's present and future needs. In addition, this research demonstrates that HRM Strategy plays an essential part in Zayurku because of the modest size of the organization and the small number of employees. A strategic or non-strategic purpose might be assigned to HR management. As a result, fast food chains can accomplish various objectives under a single framework that keeps pace with the industry's rapid growth and intense competition. In the modern economic environment, innovative management of human resources may be the key to corporate success (Gunawan et al., 2020). As a result, HRM is an essential component of the food sector, particularly in Zayurku. As a result, training has a significant impact on employee performance and ability, particularly in development and technology, as well as marketing.

The lack of uniform rules on ready-to-eat food firms makes it difficult to find the right people for the job, which is a weakness of this study. Examining the effect of HR demands and needs fulfillment on the ready-to-eat food sector turns this into an intriguing conversation. Additionally, Zayurku has to adopt a strong People Development with enhanced training and competency of its personnel in technology, nutrition, development, and marketing to compete with other firms and build a learning center. Better human resources in the technology area for the organization's internal or external requirements to provide value and maybe create an entirely new business unit. Print superior human resources.

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