

Implementation of Human Resource Management at Sky Garden

Devy Roro Dinar Adellie¹, Tantri YanuarRahmatSyah², Semerdanta Pusaka³, Rhian Indradewa⁴

Faculty of Business EconomicsEsaUnggul University Indonesia

Abstracting: Sky Garden is anew company engaged in integrated grief services. Where in an effort to improve the company's performance, it is necessary to implement Human Resource Management that is good and in accordance with current conditions. The aim of this research is to investigate the role of human resource management (HRM) in the growth of the new Sky Garden Company. Given the current development, there are many new companies that are growing and require a lot of human resources so that the proper implementation of HRM can maintain Sky Garden in the competition of The Grief Service Business. The method applied is to use the Human Resource Management method with spectrum recruitment, personnel, people development, compensation benefits and industrial relations. Where the results of this study show that the application of HRM becomes a necessity for Sky Garden and in winning the competition it is necessary to create a training center to print strong human resources for the needs of the company and the needs of the grief service ecosystemand can add income and new business in the era of competition.

Keywords. Human resource management mission; Human resource management practices; New HR Company, Arena Corner.

I. INTRODUCTION

Every year thousands of new companies emerge with 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).It appears to be an excellent event when pure ideas have been presented that lead to value creation in the economy. However, the problem begins when we look at the statistics regarding the success and failure of the new Company and find manynew Companies that have failed and been forced after a while to leave the competition arena. Despite emerging as small businesses, newcompanies create jobs and lead to innovation and competition, and in addition to their symbolic importance to economic growth, bring benefits to their owners, employees, and investors due to their rapid growth. New company growth models are different, and eachnew company has its growth model that is vulnerable to change over time (Nascimento, 2017).

From the beginning to thegrowth stagethis new company is definitely faced with various challenges and obstacles and as they grow, their simple structure changes so that the need to specialize in operations will increase the importance of HRM's role in these circumstances (Blau, 1970). Therefore, the role of HRM for *new companies*becomes more important as they become more complex and must deliver 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 that are aware of uncertainty will pay attention to more productive human resources than companies. When discussing human resources for a new Company, it means that the appropriate HRM mission and practices should be designed to address the company's short- and long-term needs as well as how to try to meet them.

HRM in the new Company can have a variety of visions and missions on which the life of the new Companydepends on human resources (Nascimento, 2017). In addition, HRM practices should be more scientific and tailored to the needs of the company to increase the impact of individuals on the new Company. Today, the biggest challenge facing newcompanies is attracting and retaining top talent. When newcompanies compete with large organizations to attract and retain top talent, these companies' HRM practices can attract top talent and retain them in the best way to continue their activities. Therefore, challenges within the new Company include failures and obstacles in HRM practices such as weaknesses of the new Companyin various aspects of recruitment, incentive systems, performance assessments, etc., and in a competitive environment, HRM can add value to the organization.Understanding the growth and success of a new company can increase the motivation of a new generation to create a new Company.

However, sufficient attention is not paid to HRM to the new Company 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 companies can help employers to 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.

The Love Service Foundation which is hereinafter called Sky Garden is a company engaged in the field of grief services. Yayasan Pelayanan Kasih offers a *one stop* concept to facilitate consumers in enjoying grief services. Sky Garden tries to bridge the problems and complaints of consumers to the service of grief by offering several solutions in providing the capacity of the funeral room that can accommodate up to 200 people so that families and relatives who come can do more grief activities. In addition, Sky Garden also provides crematoriums and ash houses with complete and modern facilities with ease in estimating the costs to be taken and become the only crematorium and ash house located in the middle of Jakarta. Lodging facilities and one stop service with easy payment and credit facilities, then facilities that include decorations, body management, ambulances, funeral homes to crematoriums become the advantages of sky garden. Direct competitors are still not many who start one stop service service so it has more value to consumers, but over time it is necessary for *Sky Garden* to make a strong strategy to survive.

Human Resource Management Strategy is the best step to consider all factors related to human resources in The Sky Garden, this is because Human Resource Management is part of the process to manage the most valuable human resource assets and ensure everything needed to meet the goals, suggestions, vision and mission of the company in the scope of HR management. Based on the explanation that has been described above about the phenomenon of Human Resource Management in Sky Garden, the Human Resource Management variable becomes an important issue in winning the current Grief service business competition that causes gaps. So that makes the background of researchers to conduct a study entitled "The Influence of Human Resource Management on Sky Garden Business" (Case Study on Yayasan Paradise "Sky Garden"). The purpose of this research is to examine the role of HRM in the initial process of the new Company up to the process of its development.

II. LIBRARY REVIEW

Human Resource Management

The concept of *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 a sustainable society. Assuming that the primary purpose of any business is to increase profits or generate and detail 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. 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 and selection, assessment performance, training and development, career planning, compensation, labor relations (Orakwue and Iguisi, 2020).

Hrm role

HRM affects all aspects of the organization because it supports employees which is the most important business asset. Therefore, entrepreneurs need to be aware of HRM decisions from the beginning (Khan, 2017; Sadeghi et al 2019a,b). (Nascimento, 2017) conducted a review of the role of HRM in the new Company through interviews with employees and employers from the five new companies. The results of his research suggest that HRM can have several roles in growing new companies – from strategic to non-strategic. In the study of the development of HRM practices in small and medium enterprises, Rojanapuwadol (2012) conducted a case study from the point of view of entrepreneurs and CEOs, related to the field of strategic Human Resources and labor relations. The results showed that during formative years, small companies relied on different types of networks in recruitment (Mokhtarzadeh et al, 2020; Sadeghi and Biancone 2018). Although the companies in the study experienced instability in profits, they have been providing formula training since formative years. With the problem of lack of financial resources, they emphasize psychological rewards rather than financial rewards. In addition, Baron and Hannan (2002) examined the extent to which HRM is important in the new economy. Some commentators have recently stated that the goal of building a managed company has

been unprofitable. "Building to flip" has replaced "buildings to last" so entrepreneurs and their financial backers seek a treasure trove of technology. Rendering the new economy represents organizational development as (at best) irrelevant or (at worst) the source of drag organizations in the world that assess on internet speed, a futile diversion of the leader's time and energy from the more important and immediate concerns that must be addressed.

Kunampurat and Nithila (2018), argue that the retention of qualified employees in a labor-intensive, rigorous, and fast work environment is a major struggle for all industries, especially new companies. As new companies try to provide new products/services in the market, there are many challenges for their companies such as problems in the face of competition, uncertainty about the future of the product, irregular income at an early stage, changes in tax policies and regulated frameworks, high salaries paid by competitors and so on, all of which lead to challenges in employee retention in the new company. Therefore, there must be a proper motivational strategy to retain employees. As a result of their assessed studies, a common problem facing almost all new companies is their juggling workforce with a variety of roles and responsibilities resulting from attribution. Furthermore, the presence of the best talent determines the success or failure of an organization to remain competitive in today's fast-changing world. Who is employed is not only important, but how employees are managed and retained is also considered important, as said. Employing and retaining a slain workforce is considered a major challenge for new companies to be successful, and the reason for this is the uncertain organizational climate (Lee Hom and Liz, 2017).

III. METHODOLOGY

In this research, qualitative research methods with study approaches as well as the application of the role of HRM in sky garden companies. Qualitative research is often used to find complex results of phenomena, which aim to describe and understand phenomena from the point of view of researchers (Leedy and Ormrod, 2005). Qualitative research deals with the meaning of phenomena rather than measuring and evaluating them. Yin (2003) states that case studies are used as empirical investigations that investigate contemporary phenomena in real-world contexts, especially when the boundaries between phenomena and their contexts are unclear. The reason for using case studies in this study is to provide possible analysis to new companies, analyze simultaneously more than one unit, and to increase confidence in results compared to a single case study.

IV. RESULTS AND DISCUSSIONS

Human Resource Management Planning.

Human resource planning is a strategy or series of steps and approaches to manage or use Human Resources (HR) to achieve a goal / goal set by the company / organization. Human Resources determines the human aspects of management positions related to the process of acquiring, training, assessing and compensating employees. This includes paying attention to their working relationships, health, security and justice issues. Specialized human resources are filled with programs concerned with people (employees) performed in the most effective organizational functions, facilitating the use of people (employees) to achieve organizational and individual goals.

Goals and Objectives of Human Capital

Human Capital Planning is a systematic planning process to maximize human resources as the company's main asset. The purpose of this planning is to ensure conformity between labor and work, both in terms of number and quality required. This process is based on supply and demand in the context of corporate human capital. The purpose of Human Capital Sky Garden in the next 5 Years is as follows: In the short-term goal is to increase human resources who are interested in applying for jobs and recruiting different HR candidates in each skill, providing development for old and new Human Resources in the skills needed by Sky Garden, improving payroll and remuneration systems and criteria. In the medium-term objectives of estimating the demand and supply of the amount and quality of human resources needed, recruiting HR candidates who have been tailored to the needs of the company, adjusting employee expertise to key changes in the needs of grief services. In the long-term goal is to recruit to meet the needs of new branch employees, integrating hr diversity to build a consistent organizational culture. Identify competencies that organizations need and provide experiential learning to develop those competencies

HC Target

The goal of human capital made by Sky Garden to realize the goals of human capital above. Sky Garden's human capital goals are in line with the Business Model Canvas (BMC) image. In the key resource's column explained to realize excellent service grief must have quality human resources.

HC Strategy

Strategy is sometimes described as one of the elements that affect the organization, namely first the value of the organization (*shared value*), Sky Garden Prioritizes and upholds the values of *integrity, respect, quality, and family*. The second is strategy, making grief services with the concept of *one stop service* by providing all consumer needs. Third Structure, Organizational structure is designed in accordance with the functions that exist in the development of the company's business, organizational design is directed towards the organization of the company that adopts comprehensive business processes. The four operational systems (*systems*), create a performance-based system in terms of body management and program preparation based on proposals from each division. The fifth skill, is the improvement of communication skills and relationships between employees and education and satisfactory service. Fifth style, Sky Garden implements a leadership style that is *demokasi* in accordance with the aspirations of employees so that employees can be participatory and collaborative.

Culture and Values of the Company

The Company's culture and values are the values on which it develops. To support the achievement of Sky Garden's vision and mission, Sky Garden will undertake several cultural transformations and values shown to all employees.

Artifact

Artifact is a form of culture that exists in a company so that it can be seen the results of activities, actions or works that can become cultural symbols in the work environment Sky Garden embodies a different culture from similar companies to improve the performance of the company and its employees. Some of the cultural forms displayed by Sky Garden are:

Company Logo

The logo of the Sky Garden has a cloud-like shape with pieces that form like parallel branches. This logo has a dominant blue color that means peace and quiet. At the bottom of the logo there is sky garden writing with a font style that has an *exclusive* and *modern* impression. This logo is based on the shape of the sky or Sky (in English). This cloud shape has the meaning of a peace above. The logo has a color gradation consisting of combining from many color dots into one that fits the vision of the Sky Garden which offers integrated services to all family members regardless of ethnicity, race, religion, and culture.

Building

The shape of the building that will be used Sky Garden will be themed classic modern with accents of natural colors from rocks and wood. This certainly does not eliminate the holy impression of the last honor and eliminates the creepy impression for funeral home buildings such as hospital buildings. There are various aesthetic photo spots that many young people like. The Sky Garden parking lot is made wider and brighter than other grief services.

Uniform

The uniform to be used by Sky Garden employees uses a combination color of green and white according to the color of the logo. The use of uniforms that are in unison, neat, clean and fragrant will be a form of small service that is fun for *customers* and can show the credibility of each employee (Prasetyo et al., 2019)

Company Value

Values in an organization are shaping behavior and character in every work environment to foster a corporate culture that can achieve the company's vision. Each organization has a value or commonly called a core value that is different according to the management of the organization itself. Every Core Value that is applied by all employees of the organization well will create a positive corporate culture. Sky Garden has organizational values in the form of integrity and commitment, quality and communication. First is Integrity, Sky Garden undergoes activities with the highest standards of integrity, competence, and professionalism to honor the deceased and in the right to their families. All Sky Garden employees carry out their duties and obligations in accordance with the Company Regulations and have high integrity towards the organization. Employees who have high integrity will be honest and have a strong character, so that employees can carry out their duties and obligations well. Second respect, Sky Garden upholds the values of fairness and sensitivity. We respect, and respect, every family we serve, regardless of faith, religion, socioeconomic status, lifestyle and customs, sexual orientation, race, age, political affiliation, physical disability, or gender identity. Third *Quality*, Sky Garden is an organization that upholds the value of quality. Quality becomes important

for an effort to improve the company's reputation. As neighbors, friends, and family members of those we serve, we strive to develop a high level of public trust by creating organizational qualities ranging from comfortable and clean buildings, employees who have high integrity to produce such as coffins. Fourth *Family*, Sky Garden is an organization that upholds the value of family between company owners, management and employees to perform tasks both in the internal and external relations of the organization. Through honesty, kindness, reliability, and gratitude, we create a strong family work culture, and thus foster genuine and generous relationships with the families we serve.

Believe/Assumption

Assumptions are cultural elements that provide guidance on employee behavior. Assumptions are very influential on changes in corporate culture, while the assumptions made by Sky Garden include: first integrity, All Sky Garden employees are committed to carrying out their duties and obligations in accordance with Company Regulations and discipline to comply with the rules of service. Second respect, all Sky Garden employees are obliged to provide maximum service to the entire family with respect both in speech and deeds. Third Quality, Sky Garden has a team to control the quality of service and products used regularly in accordance with the Operational Procedure (SOP). The Four Families, Sky Garden always hold discussions with all employees every week and conduct mini games to strengthen solidarity between employees.

Organizational Structure

Organizational structure is an arrangement and relationship between each part and the position of an organization or company in carrying out operational activities to achieve the expected and desired goals. Organizational structures help employees see the division of labor, as well as how different functions or activities can be properly coordinated. In addition, with this structure, you can find out some of the specializations of work, channel orders, and report delivery (Fryandini et al., 2021). Organizational structure clearly describes the separation of work activities between one and the other and how the relationship of activities and functions is restricted. Foundation based on Article 1 number 1 of the Foundation Law is a legal entity consisting of wealth that is separated and intended to achieve certain goals in the social, religious, and humanitarian fields, which have no members. On that basis, the purpose and purpose of the foundation must be in accordance with the law, namely to achieve certain goals in the social, religious and humanitarian fields; social, religious, and humanitarian; and the purpose and purpose must be included in the foundation's articles of association. Thus the foundation cannot be established with a purpose and purpose other than social, religious and humanitarian purposes.

Human Capital Planning

Human Capital Management (HCM) is the same part as *Human Resource Management* (HRM) in a company, but HCM considers Human Resources to be an asset for the company, in addition to capital and physical facilities of the company. The function of HCM is to manage and develop the human ability to improve its performance. Human Capital planning on sky garden can be done through the following steps:

Estimated Number of Employees

To determine the ideal number of employees in the company, each work unit in The Sky Garden must make the plan of employee needs for the next two years by looking at the resources needed must be in accordance with the needs of the organization in the short, medium and long term (Prima et al., 2021) The planning can be in the form of *Man Power Planing* (MPP) or with a short-term and long-term goal plan.

Recruitment Scheme

In carrying out *the recruitment* process, Sky Garden uses two ways, namely internal and external recruitment. In internal recruitment, the company uses a method (*Job Posting*) where the company provides information to existing employees about available job openings. Employees can also recommend their closest relatives. Employees who come from relative recommendations are more likely to have good loyalty and job satisfaction. In addition, on external recruitment using the way job advertisements on social media or print media, applicants who come directly to the company. After the recruitment process, the next stage is the selection stage through the administrative selection stage, interviews, health tests and psychological tests. Employees who pass the selection will get an offer containing staffing status, compensation and benefits (Eriyanto et al., 2021).

Training and Development

Training is a program to improve the ability to carry out work individually, group and / or based on the level of position in the organization or company. While career development is a formal and sustainable business with a focus on improving and adding the ability of a worker. In conducting training and development for its employees, Sky Garden has three stages, namely as follows: First is the

determination of training needs (*assessing training needs*). The purpose of determining the needs of this training is to gather as much relevant information as possible to find out and/ determine whether or not training is necessary in the service of Grief Sky Garden. Designing a training program, to improve the ability of employees, Sky Garden has a training program consisting of 3 stages, namely *teaching*, *coaching*, and workshops that can be seen in Appendix 14. Evaluating program effectiveness, training programs can be evaluated based on information that can be obtained at five levels, namely reactions, learning, behaviours, organizational results, and cost effectivity.

Employee Status

The status of employees working in Sky Garden is guided by Law No.11 of 2020 on Copyright Article 56 paragraph (1) which reads the work agreement is made for a certain time or for an insanity. So that the company will use two types of employee status, namely fixed (PKWT / Certain Time Work Agreement) and contract (PKWTT / Non-Certain Time Work Agreement).

Permanent Employees (PKWTT)

PKWTT employees are employed for a type of work that is fixed and continuous. The employment agreement is not limited by time unless there is layoffs and when entering retirement age. Sky Garden will apply the PKWTT system to the employee in accordance with Law No. 11 of 2020 on Copyright Work Article 60 paragraph (1) with a probationary period of three months before being appointed as a permanent employee.

Non-Permanent Employees (PKWT)

PKWT employees are employed for temporary or related types of workers who are temporary or related to new products that are still under trial. Sky Garden implements the CCP work system in accordance with Law No.11 of 2020 on Copyright Articles 57 to 59. Employees who have served a certain period of work can be appointed as permanent employees or terminated from their employment relationship. The division of working time and official schedule is contained in Appendix 15.

Working time and hours

Working hours are the time used to do work, can be done during the day and / or night. Sky Garden is a foundation engaged in grief services where our foundation must operate 24 hours. The Working Hours of Sky Garden employees have been in accordance with articles 77 to article 85 of Law No.13 of 2003 on Employment and Work Copyright Law No.11 of 2020 by dividing into shift and non-shift categories. For divisions that serve in managerial areas such as HR, Marketing, and Marketing, a non-shift work system is enforced, while for divisions that are in charge of operations such as staff and customer service will be enforced shift system.

Employee Performance Assessment

Sky Garden *uses the concept of management by objectives* in evaluating the performance of its employees. Management *by Objectives* requires managers to set measurable goals that are specific to each employee based on the results of discussions with those employees. The formulation of weights and targets of each employee is done by lowering the objectives of each department and company. In addition, an analysis of the *job description* of each division will be carried out to determine what indicators employees should achieve. Weights and targets are arranged through the results of discussions with the Head of each department who knows the exact condition of the company. The target must be reached within one month. The assessment of employee performance in 1 Year can be seen in Appendix 18, while the assessment of individual performance indicators can be seen in the Appendix.

Compensation system

To reward achievement and reduce employee turnover, the company must compensate employees. The compensation system set by Sky Garden has two types, namely as follows: First Direct compensation, Direct compensation is all sorts of rewards in the form of money paid on a fixed basis based on a certain grace period. The direct compensation provided by Sky Garden is in the form of Basic Salary, where the Wage is determined by agreement between the company and employees. In this case, the basic salaries of the employees are in accordance with the regional minimum wage (UMR) of DKI Jakarta. Employee incentives where to calculate employee incentives, Sky Garden using *the Straight Piecework Plan* method or incentive calculation will be calculated on a proposed basis with the formula of wage rates per day multiplied by the excess productivity generated by employees above average. Next is overtime, Related to overtime pay, Sky Garden has its own policy regulated by the Foundation's board. Employees can apply for overtime when they have passed the working hours of at least two hours. The amount of overtime received is a maximum of Rp 75,000 per day. Second is indirect compensation, indirect compensation is the provision of benefits for workers beyond salary or fixed wages that can be in the form of money or goods such as benefits. The benefits provided by Sky Garden are in the form of holiday allowances (THR) which refers to the Minister of Employment Regulation No. 6 of 2016, Health

Benefits, and side dishes every day. As for the amount of THR received by employees amounting to salary for 1 month. While the health benefits provided are in the form of BPJS Kesehatan and BCA Life insurance. Next is Leave, there are two types of leave that can be given to employees, namely annual leave and maternity leave. For annual leave following article 81 of Law No. 11 of 2020 on Employment, each employee is entitled to annual leave of at least 12 days with a minimum of 1 year's work. While maternity leave follows the regulations in Article 82 of the Act. No. 13 of 2003 employees who are pregnant are entitled to 1.5 months of leave before giving birth and 1.5 months after giving birth.

Termination of Employment

Job cuts or layoffs are the implementation of employee work carried out by an organization or company. Layoffs made by a company or organization can be influenced by several factors, both internal and external factors. According to Law No. 13 of 2003 on Employment, companies can lay off under various conditions such as resignation of their own accord, resignation in writing of their own accord due to the end of the working relationship, resignation due to reaching retirement age, workers making grave mistakes, workers detained by the authorities, companies / companies experiencing losses, workers missing continuously, Worker dies, Worker commits violation, Status change, merger, institutionalization or change of ownership, Termination of Employment for Efficiency reasons

V. CONCLUSION

The results showed that hrm practices applied by Sky Garden in order to compete in the new digital company industry in Indonesia. It refers to the role of competent human resources in the limited world of new companies so that in anticipation of employee piracy required the implementation of a strong and flexible HRM following the company's development and current conditions. Furthermore, this study shows that in Sky Garden, due to the small size of the company with a small number of members, HRM Strategy has a strategic role in the company. However, HRM can have a strategic or non-strategic mission. This means that there is a specific framework for achieving multiple missions that keep up with the development and competitive conditions of digital companies. Human resources that have a strategic management style can be the key to business success in the new economic era (Gunawan et al., 2020). So that the role of HRM is also very vital in the industry of Grief Service Companies.

The limitation of this research is the absence of standards related to policies in new companies so that competition in the fight for potential human resources becomes very tight and sometimes has exceeded the limits of reasonableness, this becomes an interesting discussion by examining the impact of competition and meeting human resources needs in new companies.. In addition to input materials to Sky Garden that it is necessary to implement a strong People Development with increased training and competence of its workforce in order to compete with other companies, as well as create a learning center to print superior human resources so as to meet the needs.

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Appendix 1 Figure 7.2 Organizational Structure

