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# Human Capital Strategy Implementation for Startup Business: Jeeva Works Company

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The needs of modern society especially men are needed barber services to tailored a customer. The right service time and attractive facilities it's effective to generate customer. This business is a new business model in Indonesia and requires business development. Jeeva works company develops to facilitate customer needs by providing re-model and e-registration application technology over coffeeshop. The combination of barbershop and coffeeshop is developed by Jeeva works company namely Jeeva Barber Coffee. Some of the business development undertaken by analyzing the business environment, developing business strategies, operational strategies, marketing strategies, human capital (HC) strategies, financial strategies and risk management. A good strategy in the field of human capital (HC) affects business development. Jeeva Barber Coffee is a premium barbershop business facilitated by modern application technology so that the role of human capital (HC) is very important to improve the company's operations. The Human Capital (HC) strategy to increase company effectiveness using "The Human Capital Management Frame Works Base on Competency Model" by considering the suitability of culture, habits and characteristics of the cutting & hair care business in Indonesia.

**Keywords:** Strategy, Business Development, Technology Content, Human Capital.

## 1. INTRODUCTION

In modern era appearance is an important factor which is a person's personality will be reflected in how that person looks attractive in society. Having an attractive appearance has become an important requirement for everyone. In accordance with the times, many middle-up men realize the importance of attractive appearance namely metrosexual men. This metrosexual man is characterized by appearance which is reflected through his hairstyle, makeup, and how to use a dress. Of these three things, haircut models are the top priority due to Metrosexual men are oriented to appear attractive throughout the ages [1]. Metrosexual men have the habit of shaving their hair in barbershop, according to research on the Barber shop as a Medium Representation of the Identity of Metrosexual Men [2]. From the above conditions indicate potential opportunities for the development of the barbershop business. Thus, Barbershop must be able to provide customized barbershop services and the right service time. The 2 (two) types of humans in communication, namely the type of

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extrovert and introvert [3]. Likewise, the type of communication consists of entity type and incremental type. Here, the each type has a different model for communication. Barbershop is currently has limitations in facilitating communication in determining the hairstyle and providing appropriate service time for customers. Jeeva Works Company is a barbershop business that uses technology content to facilitate the choice of hair models (re-model / hair model apps) and fast registration through on-line access (e-registration) in collaboration with the online business platform. This business is a new business model in Indonesia. The mechanism of action of Jeeva Works Company is carried out by planning and coordinating between the customer and the stylist prior to the treatment or haircut service process. The process of care or haircut services starts from registration, selection of hairstyles, consultation and cutting or hair care processes. This service process is integrated with customer activities while waiting for a treatment queue or haircut or with customers who visit just to relax, gather and drink coffee at the coffee shop. This business definition makes Jeeva Works Company is unique

business unit related to people's lifestyles. Jeeva Works company is a treatment provider or customer-oriented haircut and business that creates the impression by providing facilities in choosing the appropriate haircut. Jeeva Works company provides coffee with a variety of choices that are uniquely presented to attract visitors, thereby increasing the number of barbershop customers. The facilities, interiors and equipment at Jeeva Works company are designed in a thematic way according to trends with the aim of providing customers with comfort and an interesting visiting experience for customers. This combination of barbershop and coffee shop is the trademark of Jeeva Barber Coffee.

**2. METHODOLOGY**

The final steps before making a decision to create a business are analyzing the business environment. Here, the making business strategies, making business models canvas, compiling operational, marketing, human capital (HC) and financial strategies. In building a new business, location is an important factor because strategic location is easily accessible and influences access to customers. By having a strategic location and easy access, a business will make the company grow faster. Jeeva Barber Coffee is located in a strategic location in the City of Harapan Indah. Jeeva Barber Coffee analyzes the business strategy according to the strategy analysis framework of the Strategic Management Book [4]. There are several stages carried out in the management of this comprehensive strategy, namely the formulation of strategies, implementation of strategies and evaluation of strategies. The formulation of the strategy includes developing the vision and mission statement, external audit, internal audit, setting long-term goals and evaluating further choosing strategies. Jeeva Barber Coffee's business environment analysis is based on general trends and Porter's Five Forces, industry analysis, and market analysis. From the general trend, data on growth in the population of middle and upper class men with continues to increase, growing number of men aged 15 years to 54 years, the growth of attractive industrial areas and the growth of various social communities in Harapan Indah, Bekasi. In terms of technology, competitors have not used online re-model and e-registration technology and also in terms of macroeconomics the Bekasi city government supports the establishment of small, micro and medium enterprises (UMKM). Based on the analysis of Porter's Five Forces theory, the pressure of new entrants is included in the high category due to the ease of establishing similar businesses. Bargaining pressure from customers or service users on Jeeva Barber Coffee is in the medium category because it provides online

registration services and provides a choice of hair models through the android application for its customers. Pressure from suppliers is low category because the needs of hairstylists can be easily met from the AsGar haircut community while coffee supplies are relatively easy to obtain because there are currently many coffee supplier choices and have a well-maintained community to bring in customers. The pressure from substitute products is in the medium category because Jeeva Barber Coffee provides the customized barbershop services for customer expectation and the right service time through technology design that can be accessed through an online business platform followed by exclusive haircutting services that make customers comfortable "like cutting their own hair". Then the competitive position among competitors is in the medium pressure category because competitors do not have the concept of cutting and hair care services which at the same time offer a comfortable atmosphere and a social space at the coffee shop. In this case there are still very few barbershops whose business concepts such as Jeeva Barber Coffee. In accordance with SWOT Analysis (see Table I (a) OT analysis (b) SW analysis) :

Table I. (a) Opportunity and Threats

OPPORTUNITIES (O)	
O1	The population of the middle-up class continues to grow
O2	The Bekasi city government supports the establishment of UMKM
O3	The number of social communities that continue to grow
O4	Competitors do not use remodel technology and online registration systems
O5	Business competition with competitors and substitute products
O6	Bargaining pressure from customers and suppliers
THREATS (T)	
T1	The rise of similar businesses that already exist (Barbershop and Coffe shop)
T2	Using online-based technology is easily imitated by competitors
T3	Pressure from new arrivals is high

Table I. (b) Strenght and Weakness

STRENGTH (S)	
S1	Jeeva has a complete infrastructure, attractive interior design and a system that provides modern lifestyle services
S2	Jeeva has hair care products and Jeeva Coffee products.
S3	Jeeva has a unique, dynamic and attractive brand.
S4	Jeeva uses technology or hair remodel soft ware.
S5	Jeeva has a standard operating procedure (SOP) for cutting and treating hair.
S6	Jeeva has expert and experienced stylists and baristas.
S7	Jeeva set affordable prices and smooth cash flow of Jeeva barber coffee
S8	Jeeva has fast and on line registration facilities that join operation with online business platforms.
S9	Jeeva has a strategic location and is easily accessible to customers
WEAKNESS (W)	
W1	Stylist and Barista do not have loyal customers
W2	Jeeva Barber and Jeeva Coffee products are not yet known.
W3	Standard operating procedure (SOP) of the service process is not yet understood and has not been proven effective
W4	The service process is not yet understood and has not been proven effective.
W5	Remodel and e-registration soft technology is under development
W6	Limitations of the Stylist who has a training certificate
W7	Capital Adequacy Requirement.
W8	Jeeva brand that is not yet known to the public

EFE matrix analysis from Jeeva Barber Coffee indicates that the opportunity is greater than the threat and also in the IFE matrix, the results of the calculation of the strength of Jeeva Barber Coffee are greater than the weakness of Jeeva Barber Coffee. Thus, Jeeva Barber Coffee performs a differentiation strategy by providing

excellent services according to customer needs which is to provide re-model applications, e-registration (in collaboration with online business platforms / Go Cut) and connected to hang out facilities (coffee shops). The SWOT matrix in Jeeva Barber Coffee is based on four types of strategies: SO (Strengths - Opportunities), WO (Weaknesses - Opportunities), ST (Strengths - Threats) and WT (Weaknesses - Threats). SO strategy is to build technology-based programs with re-model and e-registration applications, create human resources with "service excellence" competence and create standard operating procedures (SOP) for customer service. WO strategy is to create a culture and good work standards in providing "service excellence" to customers and setting performance measures that have an impact on customer satisfaction. creating unique products and brands to attract customers. ST strategy is joining operation with an online business platform (Go Cut), build a good infrastructure by bringing together two lifestyle businesses (barbershop & coffeeshop) that can attract interest. Meanwhile, the WT strategy creates Human Capital who have competence in their fields through the AsGar recruitment process and the ongoing service excellence training process. Figure 1 shows a position and profile of the Internal and External environment of Jeeva Barber Coffee (NINE CELL IE Matrix).

1. Product development strategy (Intensive Strategy) using re-modeling application technology and rapid registration in collaboration with online business platforms.
2. Backward strategy with the development of Human Capital based on service excellence.

HC Development Strategy refers to targets, policies or standard procedures, training, and development budgets, training curriculum, and time of implementation. An organization's development program should be informed openly to all employees so that they can prepare themselves for the development process properly and on target. In this case, we consider the needs of employee development, organizational development needs and work requirements. Jeeva Barber Coffee provides barbershop services to customers using modern technology and service excellence, so that the role of human resources (Human Capital) is needed to improve the company's operations. Strategy is the formulation of an organization to maintain and build sustainable competitive advantage in competition [5]. The strategic management is the art and science of compiling, implementing, and evaluating strategic decisions that focus on the process of setting organizational goals, developing policies and making plans to achieve goals, and allocating available resources. Mobilizing and managing Human Capital has become one of the most important factors for organizational success [6]. Human Capital Strategy combines activities related to human resource management to achieve the goals and objectives of Human Capital. Jeeva Barber Coffee uses the Human Capital Management Framework Base on Competency, as follows:

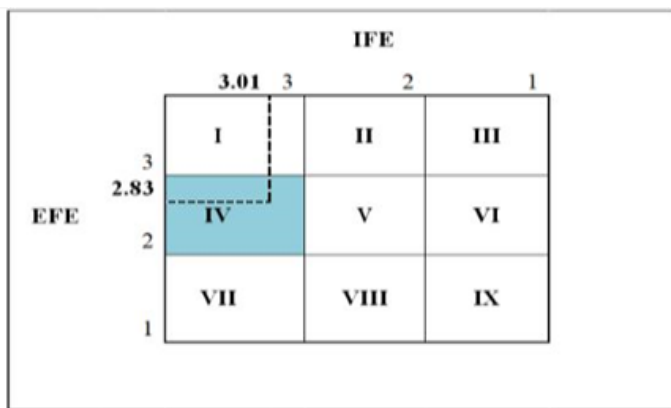


Figure 1. External Internal Matrix (Nine Cell IE)

Jeeva Barber Coffee's position in quadrant IV in the "growing and building" condition makes this business have a good future. Jeeva Barber Coffee has high industrial growth that has the potential to penetrate the market by creating a premium barbershop business with modern technology that is connected (one connection) with coffeeshop as a means of hang out to attract customers. Thus, the appropriate strategy is:

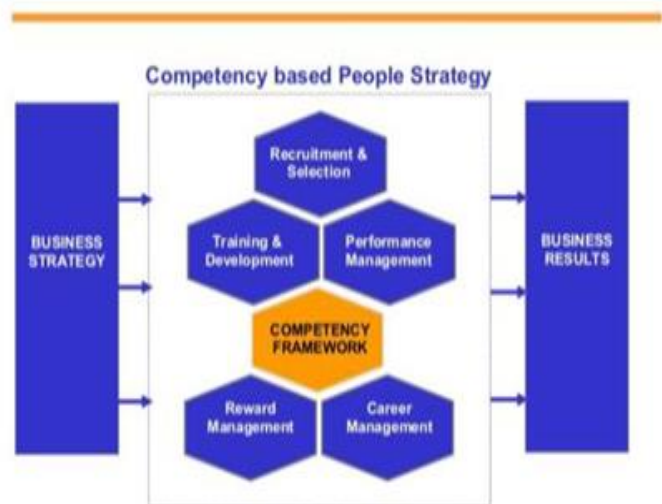


Figure 2. Human Capital Management Framework Based on Competency



Today's, human resources are not only seen as company resources but as the company's Human Capital (HC) which is an important component for running a system and driving the organization. An effective organization consists of productive individuals as assets whose abilities are continuously being developed. Human resource development itself is an organizational activity is carried out in a period designed to produce employee mental attitude and expertise in accordance with the job description related to their current and future tasks and responsibilities. Human Capital Development is also closely related to Jeeva Barber Coffee's efforts in facing challenges and dynamics of industrial relations issues such as work motivation, employee discipline, employee turnover, employee competency, workforce diversification and so on.

**3. RESULT AND DISCUSSION**

*A. Corporate Culture and Values*

Culture is a collection of values, norms, beliefs, symbols, rules and codes of conduct that provide a sense of equality and bind a group of people [7, 8]. Culture is a pattern of basic assumptions, discovered, or developed by given groups is learns to cope with the problem of external adaptation and internal integration - that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and fill in relation to those problems [9, 10]. Organizational culture is defined as a system of shared meanings held by each member to distinguish the organization from other organizations [11]. The culture and core values of Jeeva Work company are reflected in the ACTIVE, where ACTIVE is a jargon of organizational dynamics to build a modern technology-oriented business, move actively and dynamically reach the lifestyle of modern society and invite all employees to work with hearts and provide the best service to customers. The ACTIVE slogan is as follows:

- a) Achievement. Motivation for achievement. Conditions where all employees passionately reach the set targets, work beyond standards, and continuously think and work to achieve excellence.
- b) Customer Satisfaction. Orientation on customer satisfaction. Conditions for all employees to serve customers and meet the needs of service users, both internally and externally by heart.
- c) Technology Literacy. The use of modern technology to meet the challenges of the industrial era 4.0. The ability to master and develop technology is a business orientation that is a competitive advantage of the company.
- d) Integrity. The quality of honesty and moral principles in every employee. Willingness to act consistently and intact, both in words and deeds, in accordance with company values or culture based on sincerity, loyalty, and responsibility towards the company.

- e) Valid. Reliability because it is implemented based on standard procedures. The ability of all employees to work according to standard procedures to provide service excellence for customers.
- f) Energetic. Full of energy and enthusiasm. All employees have the passion to make it happen. Jeeva Barber Coffee prioritizes the principles and cultural values of working with a heart that upholds ethics, morality, and reliability at work.

*B. Human Capital goals and objectives*

Jeeva Barber Coffee sets Human Capital goals and objectives by outlining the company's vision of being the best haircut service provider for customers supported by modern haircut application technology. The purpose of human capital is to increase the productivity of each employee according to the scope of authority within an organization. Each employee is also expected to make a maximum contribution to provide the best service for customers both directly and indirectly so that the company's profitability can be achieved on target. The goal of Human Capital is to provide a competent and certified workforce, provide ongoing training, open opportunities for self-actualization and protection of employees. This training is useful for employees and has a positive impact on company development, especially making customers feel satisfied with Jeeva Barber Coffee services. Jeeva Barber Coffee's goals consist of functional goals, social goals and individual goals (see Table III).

Table III. Human Capital (HC) target indicators for Jeeva Barber Coffee

NO	Objectives Of Human Capital	Management Activities
1.	Functional Target	1. Get a Stylist who has the ability to use re-model applications and online registration.
		2. Getting Barista who is creative in making and presenting coffee beverage products and presenting a comfortable feel for visitors
		3. Planning professional employee skills supported by good service excellence competence and technical skills.
		4. Plan leaders / senior staff who are reliable in business development (business development & franchise).
2.	Social Target	1. Make employees understand quality products that are safe and tested for the community and customers.
		2. Plan the development of IT staff to control, modern technology, to facilitate communication and provide easy access for the community and customers.
3.	Individual Target	1. Have employees who are proficient in using modern equipment with adequate and productive standards to increase employee welfare benefits.
		2. Plan a comfortable work environment and leadership style that presents a conducive feel for all employees

Jeeva Barber Coffee has an organizational culture so that every employee can participate to advance the company. This culture is binding for every permanent and non-

permanent employee. The Jeeva Barber Coffee culture is the basis for fostering good relationships with customers. The steps for creating culture and values at Jeeva Barber Coffee showed in Table IV:

Table IV. Steps for creating culture and values at Jeeva Barber Coffee

NO	Activity
1.	Hire employees with personalities and attitudes that are consistent with customer service, friendly, enthusiastic, caring and a good listener.
2.	Train employees in using re-modeling and e-registration technology to provide customer service with a focus on product knowledge, a good listener, displaying patience and displaying emotions.
3.	Disseminating new employees about the goals and values of the organization
4.	Design customer service job descriptions so employees have more control needed to satisfy customers.
5.	Empower employees with coaching & mentoring so employees are able to make the right daily decisions related to their work.
6.	The company's leaders conveyed the vision of focusing on mastering technology through committed decisions and actions to customers

C. Recruitment and Selection

Jeeva Barber Coffee requires staff, stylists and Baristas to serve customers. Staff, Stylists and Baristas that are needed a lot need to organize human resources (human capital) which is carried out planning, organizing, staffing, coordinating and controlling. Jeeva Barber Coffee plans the amount of human capital needed in accordance with the target customer. To improve the number of employees, Jeeva Barber Coffee has permanent and non-permanent employees so that it can be adjusted to the number of customers. Thus, the burden of human resource costs (Human Capital) is not too large because of the flexibility of the number of employees working

D. Recruitment

Recruitment can come from inside Jeeva Barber Coffee / internal and external. Internal recruitment prioritizes existing employees to fill new positions while external recruitment is looking for new people from outside Jeeva Barber Coffee with certain requirements. Jeeva Barber Coffee is a new company, so the employee recruitment method is external and is carried out by:

- Collaborate with AsGar stylist suppliers and AsGar Training Centers in Garut and from the area around the Jeeva Barber Coffee location.
- Through brochures posted in strategic places.
- Through social media like Facebook and Instagram and the On-Line business platform that has collaborated with Jeeva Barber coffee.

E. Training & Development

Skill is the ability of employees needed by Jeeva Barber Coffee to perform well as expected so that it can help the company in achieving its goals [12]. Jeeva Barber Coffee will employ employees especially stylists and baristas who are competent and experienced in their fields so that the service process for customers takes place according to operational standards. Skilled stylists and baristas are very instrumental in running this barbershop and coffeshop business. Jeeva Barber Coffee conducts training according to the needs of stylists who are directly involved in service to customers in order to provide treatments and haircuts that are in line with customer expectations. To be able to provide the best service to satisfy customers, optimal service quality is needed. The five indicators of service quality, namely reliability, tangible, assurance, responsiveness and empathy [13, 14]. The purpose of the Human Capital aspect is to develop planning and training human resources in order to develop a better company (see Table V) [15].

Table V. Operational Definitions of Service Quality Variables of Jeeva Barber Coffee

Dimension	Operasionalisasi
Tangibles	1. Customers are interested in using existing re-modeling & e-registration technology. 2. Customers feel comfortable and impressed with the existing layout and interior. 3. Customers feel the existing facilities are very adequate. 4. Customers feel comfortable with the appearance of their employees.
Reliability	5. Customers feel the e-registration service process (fast and on time) 6. Customers feel the service with re-modeling (in line with expectations). 7. Employees are sympathetic to customers.
Responsiveness	8. Customers feel the problem is responded quickly. 9. Customers feel Jeeva has tried hard to solve the problem. 10. Customers feel Jeeva provides good 'clear/easy to understand communication about the problem.
Assurance	11. Customers feel there are guaranteed to get satisfactory results. 12. Customers feel Jeeva has knowledgeable and expert employees. 13. Jeeva has employees who are polite in serving customers
Empathy	14. Customers feel Jeeva employees give a sincere and personal attention 15. Customers feel Jeeva employees treat customers with personal character

Based on the results of a survey conducted by the customer according to the table above, it becomes the basis for consideration to conduct training and employee development, because the five indicators above serve as benchmarks for Jeeva Barber Coffee in providing the best service to customers (see Table VI)

Tabel VI. Training & Development Schedule of Jeeva Barber Coffee Employee

NO	TYPES OF TRAINING	MONTH												
		1	2	3	4	5	6	7	8	9	10	11	12	
1	New Employee Orientation													
2	Introduction to the Re Modeling & E-registration Application													
3	Special Skills (Stylist & Barista)													
4	Services Excellence													
5	Time Management													
6	Team Building													
7	Empathetic Character													
8	Inovation in IT (Training For IT Staff)													

#### F. Career Management

The career path of Jeeva Barber Coffee employees is based on Individual Competency Evaluation, performance appraisal and achievement of individual productivity, good behavior related to work discipline and services excellence.

#### G. Reward & Management

Compensation is the entire remuneration for employees as a result of the implementation of work in the form of money or other, in the form of salaries, wages, bonuses, incentives, and other benefits such as health benefits, holiday allowances, meal allowances, leave fees, and others. Direct compensation in the form of wages or salaries, bonuses, and commissions, while indirect compensation such as efforts to increase employee peace and job satisfaction such as benefits [16, 17, 18]. Jeeva Barber Coffee will provide compensation and payroll in accordance with employee performance to increase work motivation and minimize employee turnover. Rewards given in the form of financial and non-financial rewards [19, 20].

#### H. Performance Management

Jeeva Barber Coffee sets a reward system according to job analysis and job evaluation. Job analysis is applied to arrange the required job descriptions and requirements. Jeeva Barber Coffee applies job descriptions and levels of office aim to gain benefits especially in terms of employee empowerment. The next stage is Jeeva Barber Coffee systematically evaluates positions so that the relative weight of an organization's position is known [21, 22, 23].

#### I. Business Result

Jeeva Barber Coffee designed a financing system for employees including basic salary, position allowances, incentives, training and development, including costs needed for job vacancy advertisements and employee recruitment processes. Furthermore, each employee will be rewarded in the form of monthly income according to the level of competence and achievement of performance targets. Thus, this system is expected to have a direct impact on the achievement of Business Results in accordance with company goals [24, 25].

### 4. CONCLUSIONS

Jeeva Works company implements comprehensive strategy management such as strategy formulation with implementation and evaluation. The strategy formulation is develop of vision and mission statements, external audits, internal audits, setting long-term goals, evaluating and then selecting strategies. Based on Jeeva Barber Coffee's business environment analysis which consists of general trend analysis, Porter's Five Forces analysis, industry analysis, and market analysis, it can be concluded that there are great opportunities to build this business. Jeeva Works company is a hair care and haircut

service provider oriented to customer satisfaction by providing re-modeling and e-registration applications supported by a hangout facility, namely coffeeshop (one connection). This barbershop and coffeeshop combination become to a trademark of Jeeva Barber Coffee. This business is a new business model in Indonesia. Jeeva Works company uses the Human Capital Management Framework Base On Competency to achieve company goals and can provide optimal service to customers. As per the business plan in this article, Jeeva Barber Coffee has a lucrative business opportunity. The support of competent employees who have high work motivation to provide service excellence to customers is the key to the company's success in developing its business.

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