

# Innovative HR Mastery: Crafting Cool Kids Start-Up Excellence

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## Abstract

This study aims to describe the application of Human Resource Management in recruiting employees to improve performance at the Cool Kids start up business at the Panakukkang Makassar Mall, analysis of Human Resource Management in HR development efforts to improve employee performance at the Cool Kids start up business, HRM analysis has an impact on recruitment as well as efforts in developing human resources to improve employee performance in the Cool Kids start up field at the Panakukkang Makassar Mall. In this study using the type of field research or field research. This study uses a descriptive qualitative approach. This research approach was carried out at Cool Kids in Panakukkan Makassar Mall with data collection techniques in the form of interviews, observation, documentation and accommodation methods. The results of this study are expected that the recruitment system carried out by Cool Kids at Panakukkan Makassar Mall is not fully maximized, so using the human resource management recruitment model can be carried out effectively. In an effort to develop Cool Kids' human resources at the Panakukkang Makassar Mall, this has been carried out in accordance with the procedures for implementing employee education and training programs, but this has not yet been implemented informally. HR development and recruitment have an impact on improving employee performance at Cool Kids which has not been fully implemented, this is due to the knowledge, abilities and skills of employees not all of them can master them effectively.

## Article Info

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## 1. Introduction

Indonesian Government showed an attitude and supported the existence of a thousand start-up movement that created 1000 new start-ups in Indonesia (Adawiyah, 2016). But in reality 90% of start-ups in all sectors experienced failure. From the results of a study conducted by Shikhar Ghosh involving 2000 start-up companies and receiving business funding around 2004 to 2010 and the results were three out of four start-up companies failed and had to return their business capital to investors (Yaqien et al., 2018).

The key to a company's success and the steps that can be achieved are the main short-term and long-term goals of a company (Hohnhold et al., 2015). Human resource management strategy is the most important point in achieving a company's goals (Chams & García-Blandón, 2019). In the current era of globalization, technology dominates which is part of the infrastructure for business actors (Petricevic & Teece, 2019). Competition between companies is getting sharper, so that human resources (HR) are required to continue to develop themselves proactively (Doz, 2020). According to Ghofur et al. (2020) states that HR is part of a learning human being and a person who wants to learn hard and try with enthusiasm, so that his human potential can develop optimally. The results of research conducted by Jaya et al. (2017) from the results of his research explain the Start Up success model based on case studies conducted on four Start Ups in Yogyakarta. Rasul (2018) the title of his research states that this integration substantially has an important meaning for the interests of the organization. Based on the

results of previous research by Ulferts et al (2009) regarding strategic human resources planning in academia and Mostaghim et al. (2013) regarding its relation to human resource planning activities, it can be explained that there are skills possessed by prospective workers in order to increase the competitiveness of their organization. Different research results also from Suhariyanto, et al (2020) regarding human resource management, the results of his research stated that utilizing opportunities and strengthening internal factors owned by the company (Strengths-Opportunities strategy), designing a new organizational structure by adding several specific positions and designing HR strategies to be more competent. Pramudia et al (2016) from the results of his research stated that a good and correct SWOT analysis considers the internal environment but must also pay attention to the external environment, formulating HR properly, with a vision, mission and goals and targets for policy directions in order to be able to compete in the global market, implementing HR performance with programs, activities, performance indicators, work targets and budgets and evaluating and controlling HR performance.

According to Sumardjo and Priansa (2018), the main problem that is considered to be the most important business issue is managing human resources to create human resource competencies, managing workforce diversity competitively to manage globalization. Furthermore, human resource management is an approach to human management, which is based on four principles, namely human resources are the most important assets in an organization, secondly the success of an organization if the regulations and policies and have procedures to achieve strategic goals, thirdly the culture and values in the organization come from a culture that influences achieving good results and fourthly HR management has intelligence to be involved and work together to achieve common goals (Hamali, 2018).

In an organization or company, humans or employees must be prepared to bear higher responsibilities to develop their human resources. This is closely related to increasing intellectual ability to carry out the work tasks given. In fact, every workforce will definitely need better knowledge, expertise, and skills. In this development, it is better to focus on the type of long-term needs and the results can be measured in the long term (Yusuf Burhanuddin, 2015).

The most important problem as a human resource issue to create the ability (competence) in managing workforce diversity to achieve competitive advantage in facing the era of globalization. (Sumardjo and Priansa, 2018). All of these HR potentials affect the organization's efforts to achieve its goals. The development of information, the existence of business capital and the advancement of technology make a very large contribution to improving performance in the organization. There are three absolute strategies that must be owned according to Ruki (Sutrisno, 2009) including Financial resources, Human resources and Informational resources but there is another opinion according to Michael Armstrong in (Sutrisno, 2009) the first human resources are the most important assets owned by an organization, second success that can be achieved if regulations or policies and procedures have a relationship in achieving strategic planning goals. Third, corporate culture and values, organizational atmosphere and managerial behavior influence the achievement of the best results. And, fourth HR management has an integrated relationship in realizing an organization that is able to work together to achieve goals.

Human resource development is the fact that every workforce needs better knowledge, expertise and skills, which focus on long-term needs and the results can only be measured in the long term (Burhanuddin, 2015). Performance is a result of work and work behavior of a person in an episode, and is measured by the ability to complete tasks and responsibilities given, meaning that performance contains elements of achievement standards that must be adhered to so that the overall performance expected by the organization can be achieved.

Cool Kids business venture where the business is engaged in digital marketing where the products produced are children's to adult mukena with various models and colors. Effective business management and working in accordance with the objectives of the Cool Kids business. In the process of improving the quality of Cool Kids Mall Panakukkang Makassar HR which starts from the recruitment process that should not be ignored, looking for employees through information from relatives, old employees to look for prospective employees who are ready to be tested and so on.

The human resource development process is carried out at Cool Kids Mall Panakukkang Makassar through training or education carried out every 2 years but only once the

implementation is less than optimal, the training that is made focuses on the market place and fashion. The goal is for the marketing and design of children's clothing products to be more creative in keeping up with the times. One of the causes of suboptimal recruitment is the lack of intensity in quality exploration and inappropriate mentoring which makes the employee still less good at managing their performance. Human resource development is needed to develop the abilities of each individual or build work motivation to refresh employees to be fresher when the work increases.

This business engaged in the sale of children's clothing during the pandemic is also carried out online and the income is quite large even though with an online system but is able to sell effectively because there are many cases that in its management this kind of business can stop at any time. If it can be accumulated, Cool Kids' sales turnover itself can be categorized as high in each month being able to sell approximately up to 1500 pcs when there are many orders, but if it is busy at a certain time for 3 months, the turnover can increase significantly 3 to 5 times the previous total. Therefore, seeing the phenomenon of research on the performance of Cool Kids employees is not good in terms of competence, knowledge and in terms of ability. However, on the one hand, the company has also recruited and developed employees in order to be able to support the quality of each individual employee.

## **2. Methods**

This study uses a descriptive qualitative approach. The aim is to provide an understanding for human resource management in improving the performance of each employee at Cool Kids Mall Panakukkang Makassar. This type of research is a case study, which is used by researchers to explore data whose sources are data related to employee recruitment, HR development, and its impact on employee performance and in improving employee performance at Cool Kids Mall Panakukkang Makassar. This study uses data collection techniques that include interviews, observations and documentation. Data collection techniques obtained from the field are processed through three stages, namely data presentation based on the established systematics (display), selecting and sorting data that is relevant to the discussion (reduction) and drawing conclusions (conclusion), namely as follows: (1) Data reduction, reducing the main thing and focusing on something important only, data presentation in qualitative form presents data that is done in the form of a brief description, from charts, relationships between categories and thirdly drawing conclusions by verifying and drawing conclusions, so that the findings obtained are in the form of describing or depicting a previous object. Data analysis techniques are a process for systematically compiling data obtained from interviews, field notes and documentation (Sugiyono, 2016). Data analysis in qualitative research is carried out inductively, which is analytical based on the data obtained, and developed into a hypothesis. The technique of checking the validity of data is the most important concept for updating the concept of authenticity (validity) and reliability (reliability) of positivism and is adjusted to the demands of knowledge, the criteria of the paradigm itself (Lexy and Moelong, 2009). In data validity, checks are carried out as follows: persistence or consistency of observation, data triangulation is carried out by interviewing, observing and documenting. Triangulation is a data validity checking technique that can provide other benefits.

## **3. Results and Discussion**

### **Employee recruitment Cool Kids Mall Panakukkang Makassar**

Recruitment implementation, Cool Kids uses a mechanism in terms of recruitment to run according to the vision and mission of the organization, which initially the recruitment process is carried out as usual, namely looking for prospective employees, determining the number of prospective employees, recruitment time costs and selection, determining sources in recruitment. Like recruitment in general, there are two sources in recruitment, namely internal and external, in the initial process of searching for workers or employees to help the company's

operations to continue running effectively at Cool Kids Mall Panakukkang Makassar by promoting their business through social media or by asking for help from friends, relatives and employees to find prospective employees who are looking for work. The search method used is internal and external. In the initial process of finding employees by starting from information from friends, relatives or employees who are still active. The next process determines the number of employees needed by Cool Kids, namely how many prospective employees are being recruited and which positions need employees, from which sections are less effective to find more innovative prospective employees. Before recruitment is carried out, it must first be determined which section is needed to fill new employees and whether it is really needed because of the many orders so that sometimes employees are overwhelmed so additional workers are needed to be faster. In determining the number of employees at Cool Kids to be recruited is important. Because the number of prospective employees needed and seeing the conditions of the field or work environment, seeing employee performance and effectiveness in coordinating work. after that in carrying out the recruitment process and it is stated that it is in accordance with the needs, the next step is to evaluate all recruitment activities carried out, because the recruitment that requires evaluation so that the implementation of the vision and mission in the organization can be achieved. Analyze the number of applicants, the quality of prospective employees, the costs incurred and obstacles in the recruitment process. Every company has prospective employees who will be selected by stakeholders to get potential employees and in accordance with the company's operational needs. The selection process is a step in the recruitment process, and selection is carried out in the form of tests and interviews. However, the selection carried out is only a few parts of marketing, in other parts only selection is carried out. The next stage is employee selection, where the employee selection stage is a series of activities carried out to sort out prospective employees who will be tested for quality. An employee will be selected which one is in accordance with the vision and mission of the organization in the selection stage consisting of job application letter selection, general written test, psychometric test and interview, while second, acceptance and placement decisions. In a selection practice carried out at Cool Kids Mall Panakukkang Makassar, the first is to check the prospective employee's job application files, check the validity of the employee's data whether it is in accordance with his profile or not because data validity is very much needed to determine honesty. After that, the next process is an interview with the owner or owner of Cool Kids. In practice, this interview asks questions about the prospective employee's profile to personal experience, skills possessed and references from employees that they get information from, after that conducting an overall check on the validity of the applicant's data. After checking the files and interviews are complete, the next is the second interview where in this case the selection will see the seriousness of the prospective employee, whether they are responsible and consistent in their work.

The purpose of this second interview is to match the type of part of the prospective applicant that will be held. After passing the second interview, it is directly given to the owner of Cool Kids or the owner of the company. In this interview question, the purpose is to dig up information and see the seriousness of the prospective employee. After all the selection processes have been carried out, just wait for the results of the decision on job acceptance and placement. The results of this selection process are the answers according to the results of the selection test and see the seriousness and responsibility of each individual and their quality. Based on the recruitment and selection process that has been carried out by Cool Kids Mall Panukkkang Makassar on employee performance, therefore the quality of each employee is a benchmark. The results obtained in carrying out the selection and recruitment process are knowing the quality of their performance, such as discipline regarding the time worked during the selection, responsibility and honesty of each employee, emotional level and teamwork and the ability to overcome problems can also be seen from the results of the interviews that have been conducted. Based on this explanation, it can be concluded that the results of the data are known to be the recruitment process at Cool Kids, namely looking for prospective employees by determining the number of prospective employees, determining recruitment sources. Meanwhile, recruitment sources at Cool Kids Mall Panakukkang Makassar are two main sources, namely internal sources based on promotions from old employees and recommending friends,

relatives or family to work at Cool Kids, while the recruitment method at Cool Kids is by determining and assigning employees directly determined by the executive or owner of Cool Kids. Furthermore, in the selection process at Cool Kids with stages, namely selecting job application letters adjusted to the profile of prospective new employees, after that the initial interview stage where in this case the owner of Cool Kids directly asks questions about the employee's profile, work experience and educational history.

### **Human Resource Development Efforts at Cool Kids Mall Panakukkang**

Human Resource Development is a step to develop employees in practice must have the quality and quantity of each individual to be able to support the skills of each field in the company. In the development process there are two, namely training and education, Cool Kids in this case often includes employees in training agendas because for Cool Kids, each individual is needed by the company. To deal with the problem of each individual's skills, development is needed that can really be absorbed, in this case there is a schedule for conducting workshops, seminars attended by employees to improve their competence. The HR development attended by Cool Kids employees is Instagram training, marketing and digital marketing, therefore Cool Kids' business is related to social media which must be able to follow existing marketing trends to be more effective and efficient. There are two types of development in general, namely formal and informal, in practice formal development requires external personnel such as employee training and education. While informal is individual development where each employee learns by themselves such as reading books, watching videos when attending seminars, workshops and training.

The human resource development method has two important things, namely training and education, in this case the employees who follow the education agenda are part of the HRD Manager, where the programs that have been followed by each Cool Kids employee are leadership education and finance or accounting. On the one hand, employees in the operational section emphasize more on following training and workshops so that they can practice directly in the workplace. Participants in human resource development at Cool Kids consist of old and new employees, therefore the need for development is not only carried out by old employees but also new employees. In general, HR development is able to contribute to individual humans or employees, in this case such as the quality of soft skills and the ability to create new breakthroughs. From the results of HR development that has been carried out by Cool Kids Mall Panakukkan Makassar, the performance of each employee is quite helpful in the quality of employees such as digital marketing training which can provide insight into marketing on social media, the ability to make captions can be interesting because they have participated in training on Instagram, but managerial employees who have participated in leadership training in the future must be able to provide benefits to organize, manage employees below them. Based on the results of the above presentation, it can be concluded that HR development efforts at Cool Kids Mall Panakukkang Makassar are a type of formal employee development, while the program is training and education, for training activities attended by Cool Kids employees are digital marketing training, Instagram social media management, training in making interesting captions. While HR development participants at Cool Kids are old and new employees.

### **The impact of recruitment and HR development on employee performance at Cool Kids Mall Panakukkang Makassar**

Work performance is one of the outputs of each employee's performance, where employee work productivity can be seen whether it is in good condition or still not good, where the results can be seen in terms of quality and quantity so that it can be achieved by employees to carry out their duties in accordance with the responsibilities that have been given to each of them. Every company must have a target in the work operations of each employee, Cool Kids Mall Panakukkang Makassar is described in the form of work that can be seen in terms of the ability to complete tasks and responsibilities. The target or work result is a benchmark for the company's success in recruiting each employee and developing each individual. The work target each month can be cross-checked by the leader whether they can complete it well or not. When

viewed from the work results in each section, the packing section is directly related to the company's income or the logistics section where each item has been packed properly or not.

Furthermore, work creativity is needed to get added value. Cool Kids applies to employees who find a creative idea that is given the freedom to hone their abilities, in each idea will be absorbed by the superior which is good to use and which idea still cannot be used. There is no intervention from the superior regarding the creative ideas of each employee, but most employees are still waiting for direction from the superior in marketing.

From the results of the explanation above, it is known that the performance indicators of each employee are seen from the performance goals that will come, therefore when viewed from the side of their ability standards or competencies, the motivation of the superior towards the employee's performance can be seen as an opportunity, as well as feedback or input from the superior regarding employee performance. Each employee's performance is influenced by several factors such as for example ability and skills, knowledge, motivation, organizational culture, work environment, work design, work discipline and others. Cool Kids employees are influenced by performance factors such as the work environment, motivation from superiors, work commitment, work discipline and the level of competence they have.

To find out each employee's performance results, the next step is to evaluate all work activities of each employee, the evaluation carried out at Cool Kids Mall Panakukkang Makassar is carried out periodically to evaluate the work of employees in the short term. Every month, employees are evaluated for their performance by their superiors directly, namely assessing the HRD Manager and the Owner of Cool Kids. There are several things that the assessor can collect during the evaluation, namely information about the work results, work behavior and personal characteristics of each employee related to their work. From the explanation above, work evaluation activities are carried out every month, the superiors assess the work results to be used as notes for the future to be better. There are some employees for work results sometimes lack discipline in time, when absent they are late, for the marketing section in particular, they are not very innovative in developing ideas about digital marketing, because the average employee competence is still very basic.

Work evaluation also requires a model in assessing the work of each performance output in terms of quantity and quality. Cool Kids in this case has a way to assess the results of their work, namely recorded per day by the HRD manager how many outputs of their work tasks can be completed, whether the goods have been packaged according to SOP or not, the superior also analyzes the character of each employee, the level of stress in completing their work tasks and seeing the relationship between employees in relation to work.

Based on the explanation above, it can be concluded that in accordance with the data regarding the formulation of the third problem, that the productivity of performance or work results at Cool Kids is seen from the ability to complete tasks and responsibilities according to the accuracy given, seen from the quality and quantity of employee performance, while each employee's work results will be cross-checked by the manager. Then Cool Kids gives employees the freedom to create new ideas or concepts regarding marketing.

Based on the data presentation above, it can be concluded that the impact of recruitment and HR development efforts at Cool Kids Mall Panakukkang Makassar is seen from the purpose of work, employee abilities, motivation and feedback from superiors to employees, while the factors that influence Cool Kids' performance are the work environment, motivation, work commitment, discipline, and level of competence. Meanwhile, to evaluate employee performance, it must be done once a month using an assessment method, namely recording all employee activities related to their performance.

### **HRD analysis of recruitment to improve employee performance in Cool Kids Mall Panakukkang Start Up Business**

Based on the data presentation that has been done, it is known that recruitment carried out by Cool Kids Mall Panakukkang consists of several procedures. The process is by looking for new employees, where the source of recruitment is by determining the number of employees to be recruited, what positions or sections require new employees, the selection process, placement of

new employees who will fill vacant positions or those who need and orientation or work goals of each employee.

### **Management of new employee recruitment sources**

Management of employee recruitment sources carried out by Cool Kids Mall Panakukkang consists of 2, through internal and external. In this case, the actions taken are internal sources through Cool Kids' policy in rotating employees and promoting old employees to fill new vacant positions. Cool Kids uses an internal method carried out through employee source references, old employees recommend their friends or relatives are given offers to work at Cool Kids. Internal sources are often used by Cool Kids rather than using external sources. The two external sources are things that Cool Kids does to promote the company in the mass media, such as newspapers, social media or distributing brochures that are distributed on internet media networks.

### **Employee recruitment method**

Recruitment method for recruiting employees or adding new employees, Cool Kids Mall Panakukkang Makassar which implements direct leadership or superiors who will determine new employee candidates, and directly place the organizational needs needed and how many employees will be recruited.

### **Employee selection process**

After getting new employees, they must be ready to select Coll Kids which has stages in selecting through stages including application letters from each new employee whether they are valid with their personal data, after selecting the application letter, the next step is to interview from the beginning the superiors of Cool Kids who ask questions about personal experience, skills, education of each employee. Interviews between the two parties, the owner or owner of Cool Kids asks consistent questions, is responsible and has loyalty to employees. Furthermore, the decision to accept and place will sort each employee according to the company's criteria, and choose good quality to help increase the company's turnover.

Related to Human Resource Management, there are several stages in the recruitment process, namely through recruitment sources, recruitment methods used and the selection process. Based on the data presentation above, it is known that human resource management related to recruitment sources consists of two types, internal and external, the recruitment method used by Cool Kids is the decision theory method, the stages of employee selection are application letter selection, initial and second interviews and decisions and job placement. so it can be concluded that there are 2 things that have not been done during the selection process, namely general written tests and new employee psychological tests.

### **HR analysis of human resource development efforts to improve employee performance at Cool Kids Mall Panakukkang Makassar Start-up Business**

Human resource development efforts at Cool Kids Mall Panakukkang Makassar have programs and several stages in developing the abilities of each individual, namely formal development programs including education programs, which are development activities that are formed, prepared and foster human resource abilities through knowledge studies and research. To encourage employees, especially managers, to attend seminars, a manager must control them. Second, training programs, which are forms of activities planned for the skills, knowledge and attitudes of each relevant employee. Training activities are followed by training on business on Instagram, digital marketing. The training activities only last one day and have not been included in training for a long time. The activities that have just been followed are regarding the product branding program at Shopee which are followed by marketing employees. Third, there are several stages of human resource development participants, namely formal and informal development. There are two development programs, namely training and education programs, for HR development participants, including new and old employees. In practice, the development carried out by Cool Kids employees is a type of informal development.

HR analysis of the impact of recruitment and human resource development to improve employee performance at Cool Kids Mall Panakukkang Makassar Start Up Business

The impact of recruitment and human resource development activities is a benchmark for the program carried out by the company, the impact that occurs in influencing the performance results of each existing employee. The HR recruitment and development program on employee performance at Cool Kids is a benchmark for the company. The results of employee performance every month will be evaluated, the results of work are known from employee performance indicators including goals which are better actions and want to be achieved in the future. Standards are goals that each employee wants to achieve that can be done well or not. Feedback is given for progress both in terms of quality and quantity to achieve goals in the work of each employee. Furthermore, the tools or means used to complete the performance of each employee, related to this Cool Kids is good in terms of the needs of its employees. Competence is the main model in performance, because competence is the ability of each individual to carry out their duties. Motives are the driving force to take action. Therefore, employees are always given motivation in each of their jobs. Opportunities are opportunities to show their work achievements. Cool Kids provides opportunities where opportunities to show their work achievements. In this regard, Cool Kids provides freedom to find creative ideas for each of its employees.

Human resource management is related to factors that can influence performance. These factors consist of skills and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment and work discipline. related to performance evaluation and performance assessment models based on human resource management, Wirawan stated that the performance evaluation indicators are assessors, related to performance evaluation and performance assessment models based on human resource management, stated that the performance evaluation indicators are assessors, collecting information, performance, assessed, documentation and carried out periodically. In practice, Cool Kids has implemented performance evaluation in accordance with predetermined procedures. The performance assessment model according to Wirawan's opinion states that there are 13 performance assessment models, namely the essay model, critical incident model, ranking method, checklist model, graphic rating scales model, forced distribution model, forced choice scale model, Bars, BOS, BES, MBO, 360 degree performance appraisal model, paired comparison model. Based on the data presentation above, the research model was conducted by Cool Kids Mall Panakukkang Makassar.

## **Conclusion**

Based on data analysis referring to the problem and research objectives, the conclusion of the research that has been conducted is HRD analysis of recruitment to improve employee performance at the Cool Kids Mall Panakukkang Makassar Start Up Business is in accordance with general recruitment procedures. Human resource management carried out by Cool Kids Mall Panakukkang Makassar related to employee recruitment is a recruitment source that has 2 sources, namely internal and external. While the recruitment method is the decision theory method, to select employees implementing application letter selection, initial interviews, second interviews, employee acceptance and placement decisions. HRD analysis of human resource development efforts in improving employee performance at the Cool Kids Mall Panakukkang Makassar Start Up Business is a type of formal development, but the development program is education and training. And development is old employees and new employees. Analysis of HR impact on recruitment mechanism and human resource development to improve employee performance in Cool Kids Mall Panakukkang Makassar Start Up Business is the result of performance where the indicators are goals, feedback, tools or facilities, motives and opportunities are good, but the factors that influence performance are Cool Kids Mall Panakukkang Makassar employees are factors of ability or expertise, knowledge and discipline.



Regarding performance evaluation in accordance with the procedure, but the assessment model used by Cool Kids Mall Panakukkang Makassar is a checklist model.

Based on the results of the research that has been done, the author suggests several things as follows, 1) Cool Kids Mall Panakukkang Makassar implements human resource management that has not been implemented in terms of psychological tests, general written tests for employees, in developing human resources so that it implements informal development types as an alternative to improve employee performance in order to further improve abilities or expertise, knowledge and work discipline for all employees. 2) It is hoped that further researchers will improve their perseverance in searching, processing and analyzing existing research data so that in the future this research can be better in the future.

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