

# The Role of Effective Human Resource Management: Case Study of Start Up Cool Kids at Ambon City Centre Mall

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## Abstract

This study aims to describe the application of Human Resource Management (HRM) in recruiting employees to improve performance, analysis of HRM in efforts to develop human resources to improve employee performance, HRM analysis has an impact on recruitment and efforts in HR development to improve employee performance in the start-up sector Cool Kids at Ambon City Centre Mall. This study uses a descriptive qualitative approach. This research approach was carried out at Cool Kids in Ambon City Centre 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 is not fully maximized, so using the human resource management recruitment model can be carried out effectively. In an effort to develop of human resources, 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 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.

**Keywords:** Employee Performance, Human Resource Management, Human Resource Development, Recruitment

## Introduction

Indonesia is showing attitude and supporting the movement of a thousand startup that create 1,000 new startups in Indonesia (Muttaqien & Sulistyan, 2022). The Minister of National Development Planning is optimistic that economic growth in 2030 can reach 6-7% if the potential of the digital industry 4.0 is utilized optimally (CNN Indonesia). The potential for digital business in Indonesia is indeed very promising, supported by government policies that launch the 1000 digital startup program until 2020. The Ministry of Communication and Information (KOMINFO) initiated the National 1000 Startup Digital Movement next year with a target business valuation of US\$ 10 billion or around Rp. 142 Trillion (Tazkiyyaturrohman, 2020).

The key to the success of a company and the steps that can be achieved are the main short-term and long-term goals of a company (Visser et al., 2019). The human resource management strategy is the most important point to achieve a goal of the company. In the current era of globalization, technology dominates which is part of the infrastructure for business people (Lumi, 2020).

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Competition between companies is getting sharper, so that human resources (HR) are required to continue to develop themselves proactively (Tien et al., 2020). Human resources are part of human learners and individuals who want to study hard and work with enthusiasm so that their human potential can develop optimally (Rizki & Sulistyan, 2022).

The results of research conducted by Bukhori (2021) from the results of research explain the Start Up success model based on case studies conducted on four Start Ups in Yogyakarta. Hanelt et al. (2020) the title of his research states that this integration substantially has an important meaning from organizational interests. 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 competition the organization. The results of research that are also different from Cendhikalistya and Said (2022) regarding human resource management, the results of his research stated that taking advantage of opportunities and strengthening internal factors owned by the company (Strengths-Opportunities Strategy), designing a new organizational structure by adding several specific positions and HR strategy design to make it more competent. Jetoo and Lahtinen (2021) from the results of their research stated that a sufficiently good and correct SWOT analysis considers the internal environment but also has to pay attention to the external environment, formulates HRM well, with a vision, mission and objectives as well as policy direction goals so as to be able to compete in the global market, implementing HRM performance with programs, activities, performance indicators, work targets and budgets as well as evaluating and controlling HRM performance.

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 in a competitive manner to manage globalization (Sumardjo & Priansa, 2018). Furthermore, human resource management is an approach to human management, which has the basis of four principles, namely human resources are the most important asset in an organization, secondly, the success of an organization if rules and policies and procedures are in place to achieve strategic goals, third, culture and values in the organization, comes from a culture that influences to achieve good results and fourthly HR management has the intelligence to be involved and work together to achieve common goals (Alfawaire & Atan, 2021).

An organization or company must prepare people or employees to assume higher responsibilities to develop their human resources (Anwar & Abdullah, 2021). This is very closely related to increasing intellectual ability to carry out the work assignments given. The fact is that every workforce will definitely need better knowledge, expertise, and skills. In this development, it is better to focus on the types of long-term needs and the results can be measured in the long term (Settersten et al., 2020).

The most important problem as an issue of human resources is to create capabilities (competencies) in managing workforce diversity to gain competitive advantage in the face of the globalization era (Sumardjo & 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 advances in technology make a very big contribution in improving performance in the organization. There are three strategies that absolutely must be owned in Ruki's opinion, including Financial resources, Human resources and Informational resources but there are other opinions according to Michael Armstrong, the first is that human resources are the most important assets owned by a organization, both successes can be achieved if regulations or policies and procedures have a relationship in achieving strategic planning objectives. Third, corporate culture and values, organizational atmosphere and managerial behavior have an influence on achieving the best results. Also, the four HR management have an integrated relationship in creating an organization that is able to work together to achieve goals (Sutrisno, 2020).

Human resource development is the fact that each workforce requires better knowledge, expertise and skills, which focus on long-term needs and results can only be measured in the long term (Rizki & Sulistyan, 2022). 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 (Sulistyan et al., 2019).

The Cool Kids business venture is engaged in digital marketing where the products produced are mukenas for children to adults with various models and colors. Effective business management and work in accordance with the objectives of the Cool Kids business. In the process of improving the

quality of human resources at Cool Kids Ambon City Centre Mall, which starts from the recruitment process which should not be neglected, looking for employees through information from relatives, old employees to find prospective employees who are ready to be tested and so on.

The process of developing human resources is carried out at Cool Kids Ambon City Centre Mall through training or education which is carried out every 2 years but only once has the implementation been less than optimal, the training focused on market place and fashion. The goal is that in the area of marketing and product design for children's clothing to be more creative to keep up with the times. One of the reasons for not being optimal in recruiting is one of them being less intense in extracting quality and inaccurate mentoring which makes these employees still not good at managing their performance. Human resource development is needed to develop the abilities of each individual or to build work motivation to refresh employees so that they are fresher when there are more and more jobs.

This business, which is engaged in selling children's clothes during the pandemic, was also carried out online and the income was quite large, even though with an online system, it was able to sell effectively because in many cases, in managing this kind of business, it could stop at any time. If you can accumulate Cool Kids' own sales turnover, it can be categorized as high, each month being able to sell up to 1,500 pcs when there are lots of orders, but if it is crowded at certain times for 3 months, the turnover can increase significantly 3 to 5 times from the previous total, (Results of Interview, February 5, 2022). Therefore, looking at the phenomenon from research regarding the performance of Cool Kids employees is not good in terms of competence, knowledge and in terms of abilities. However, on the one hand, the company has also carried out employee recruitment and development in order to be able to support the quality of each individual employee.

## 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 Ambon City Centre. 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 their impact on performance and employees in improving employee performance at Cool Kids Ambon City Centre Mall. This study uses data collection techniques which include interviews, observation and documentation. Data collection techniques obtained from the field were processed through three stages, namely data presentation based on a predetermined systematic (display), selecting and sorting data relevant to the discussion (reduction) and making conclusions (conclusion), as follows: (1) Reduction data, reducing the main things and focusing on something that is important only, presenting data in qualitative form presenting data that is carried out in the form of brief descriptions, from charts, relationships between categories and third drawing conclusions by verifying and drawing conclusions, so that the findings obtained are in the form of describe or picture an object before. Data analysis techniques are processes for systematically compiling data obtained from interviews, field notes and documentation (Sugiyono, 2016). Data analysis in qualitative research is carried out inductively in nature to analyze based on the data obtained, and developed into a hypothesis. The technique of checking the validity of the data is the most important concept for updating the concept of authenticity (validity) and reliability (reliability) of positivism and adapted to the demands of knowledge, the criteria of the paradigm itself (Yin, 2018). In terms of data validity, checking is carried out as follows: persistence or constancy of observation. Data triangulation is carried out by interviewing, observing and documenting. Triangulation is a technique for checking the validity of data that can provide the benefit of something else.

## Results and Discussion

### Cool Kids Ambon City Centre Mall employee recruitment

Implementation of recruitment, Cool Kids uses a mechanism in terms of recruitment so that it goes 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 and selection time costs, setting sources in recruitment. As with recruitment in general, there are two sources of recruitment, namely internal and external, in the

initial process of searching for workers or employees to help the company's operations run effectively at Cool Kids Ambon City Centre Mall by promoting their business through social media or by asking for help. friends, relatives and employees to look for prospective employees who are in need of work. The search method used is internal and external. In the initial process to find employees by starting with information from friends, relatives and 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 require employees, from which departments are less effective in finding more innovative prospective employees. Before recruitment is carried out, it must be determined in advance which parts are needed to fill new employees and whether they are really needed because there are so many orders that sometimes employees are overwhelmed so additional workers are needed to make it faster. In determining the number of employees in Cool Kids to be recruited is important. Due to the number of prospective employees needed and looking at field conditions or work environment, looking at 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 the recruitment activities carried out, because recruitment requires evaluation so that the implementation of the vision and mission in the organization can be achieved. Analyze the number of applicants, quality of prospective employees, costs incurred and obstacles in the recruitment process. Each company has prospective employees who will be selected by stakeholders to get potential employees who are in accordance with the company's operational needs. The selection process is a step in the recruitment process, as well as selection in the form of tests and interviews. But the selection is only done in some parts of marketing, in other parts it is only done by selection. 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 the quality of an employee who will be selected which is in accordance with the vision and mission of the organization in the selection stage which consists of selecting job applications, general written tests , prikotes tests and interviews, while secondly, acceptance and placement decisions. In a selection practice that was carried out at Cool Kids Ambon City Centre Mall, the first time was to check the prospective employee's job application file, check the validity of the employee's data whether it matched the profile or not because data validity was very much needed to determine honesty. After that, the next process is an interview with the owner or owner of the Cool Kids. In practice, this interview asks questions regarding the prospective employee's profile to personal experience, skills possessed and references from employees that they get information from, after that checks the overall validity of the applicant's data. After checking the files and completing the interview, the second interview is followed, where in this case the selection will see the sincerity of the prospective employee, whether he is responsible and consistent in his work. The purpose of this second interview is to match the type of part of the prospective applicant to be carried out. After passing the second interview, it is immediately given to the owner of Cool Kids or the owner of the company. In this interview question, the aim is to extract information and see the seriousness of the prospective employee. After all the selection processes have been carried out, they are only waiting for the results of the decision to accept the job and its placement. The results of this selection process answer the results 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 Ambon City Centre Mall 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 time discipline worked during selection, responsibility and honesty of each employee, emotional level and teamwork and ability to solve problems can also be seen from the results of interviews that have been conducted . Based on this explanation, it can be concluded that the results of the data are known as a recruitment process at Cool Kids, namely looking for prospective employees by determining the number of prospective employees, determining recruitment sources. While there are two main sources of recruitment at Cool Kids Ambon City Centre Mall, namely internal sources based on past employee promotions 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 by executive or owner of Cool Kids. Furthermore, in the selection process at Cool Kids, the stages are selecting a job application letter according to the profile of the new employee candidate, after that the initial interview stage where in this case the owner of Cool Kids immediately asks questions about the employee's profile, work experience and educational history.



### **Cool Kids Ambon City Mall HR Development Efforts**

Human Resource Development is a step to foster employees in practice must have the quality and quantity of each individual in order to be able to support skills from every field within the company. In the development process there are two, namely training and education, Cool Kids in this case often involve employees in training agendas because for Cool Kids it is needed by every individual company. In order 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 which are attended by employees in improving their competence. The HR development that Cool Kids employees participate in is training on Instagram, 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 outside personnel such as employee training and education. While informal is individual development where each employee learns on their own such as reading books, watching videos while attending seminars, workshops and training.

The human resource development method consists of two important things, namely training and education. In this case, the employees participating in the education agenda are the HRD Manager, where the programs that have been followed by each Cool Kids employee are leadership education and regarding finance or accounting. On the one hand, employees in the operational section place more emphasis on participating in training and workshops so they can practice directly in the workplace. Human resource development participants at Cool Kids consist of old and new employees, therefore the development needs are 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, 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 Ambon City Centre Mall, the performance of each employee is sufficient to help the quality of employees such as digital marketing training which is able to provide insight for marketing on social media, the ability to make captions can be attractive because they have attended training on Instagram, but Managerial employees who have attended leadership training in the future must be able to provide benefits to manage and manage the employees under them.

Based on the results of the explanation above, it can be concluded that HR development efforts at Cool Kids Ambon City Centre Mall are a type of formal employee development, while the program is training and education. The training activities attended by Cool Kids employees are digital marketing training, Instagram social media management, production training interesting captions. Meanwhile, HR development participants at Cool Kids are old and new employees.

### **Impact of HR recruitment and development on employee performance at Cool Kids Ambon City Centre Mall**

Work performance is one of the outputs of the performance of each employee, in which case employee work productivity can be seen whether it is in good condition or 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 assigned. given to each of them. Every company must have targets in the work operations of each employee, Cool Kids Ambon City Centre Mall is described in a work form that can be seen in terms of skills in completing tasks and responsibilities. Targets or work results are a measure of the company's success in recruiting each employee and developing each individual. Work targets every month can be checked by the leadership whether they can complete them well or not. When viewed from the results of the work in each section, the marketing section is directly related to the company's income or the logistics section where each item is packed properly or not.

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

From the results of the above explanation it is known that the performance indicators of each employee are seen from future performance goals, therefore when viewed from the side of their standard abilities or competencies, the motivation of superiors on the performance of these employees can be seen as an opportunity, as well as feedback or input from superiors regarding employee

performance. Each employee's performance is influenced by several factors such as abilities and skills, knowledge, motivation, organizational culture, work environment, work design, work discipline and others. Cool Kids employees are influenced by performance factors such as work environment, motivation from superiors, work commitment, work discipline and the level of competence they have.

To find out the results of each employee's performance the next step is to evaluate all work activities of each employee, the evaluation conducted at Cool Kids Ambon City Centre Mall is carried out periodically to evaluate the work of employees in the short term. Every month employees are evaluated for their performance results by their superiors directly, namely assessing the HRD Manager and Owner Cool Kids. There are several things that an appraiser can collect when evaluating, namely information about work results, work behavior and the 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 future records so that they are better. There are some employees whose work results are sometimes lacking in time discipline, when absent they are never late, the marketing department in particular is not very innovative in developing ideas regarding digital marketing, because the competence of employees is average, still very basic.

In the evaluation of work, a model is also needed in evaluating 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, which is recorded daily by the HRD manager, how much output their work assignments can be completed, whether the goods have been packed according to SOP or not. The boss also analyzes the character of each employee, the level of stress in completing work assignments, and see, the relationship between employees in relation to work.

Based on the explanation above, it can be concluded that according to the data regarding the third formulation of the 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, in terms of the quality and quantity of employee performance, while each work result Employees 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 above, it can be concluded that the impact of recruitment and HR development efforts at Cool Kids Ambon city Centre Mall is seen from work goals, 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, level of competence. Meanwhile, evaluating employee performance must be carried out once a month using the appraisal method, namely recording all employee activities related to their performance.

## **Discussion**

### **HRM analysis of recruitment to improve employee performance in the Start Up Business Cool Kids Ambon City Centre Mall**

Based on the presentation of the data that has been done, it is known that the recruitment carried out by Cool Kids Ambon City Centre Mall consists of several procedures. The process is by looking for new employees, where the source of withdrawal 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 vacancies or those who need them and the orientation or work goals of each employee.

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

Management of employee recruitment sources conducted by Cool Kids Ambon City Centre Mall consists of 2, internal and external. In this case the actions taken are internal sources through the Cool Kids policy in rotating employees and promoting old employees to fill new vacancies. Cool Kids uses an internal method which is carried out through references to employee sources, old employees recommend friends or relatives to be offered a job at Cool Kids. Internal sources are often used by Cool Kids instead of using external sources. The two external sources are what Cool Kids does to promote the company in mass media, such as newspapers, social media or distributing flyers that are distributed on internet media networks.

### **Employee recruitment methods**

Recruitment method for withdrawing employees or adding new employees, Cool Kids Ambon City Centre Mall which implements direct leadership or superiors who will determine prospective new employees, and place directly the needs of the organization needed and how many employees will be recruited.

### **Employee selection process**

After getting a new employee, you must be ready to select Coll Kids, which has stages in selecting through the stages including a cover letter from each new employee, whether it is valid with personal data. personality, skills, education of each employee. Interviews with both owners or owners of Cool Kids provide questions that are consistent, responsible and loyal to employees. Furthermore, the acceptance and placement decisions will sort each employee according to the company's criteria, and choose good quality to help increase the company's turnover.

With regard 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 presented above, it is known that human resource management is related to recruitment sources, there are two kinds of internal and external, the recruitment method used by Cool Kids is the decision theory method, the stages of employee selection are selection of application letters, initial interviews and second interviews and decisions and placements Work. so that it can be concluded that there were 2 things that had not been done during the selection process, namely a general written test and a psychological test for new employees.

### **HRM analysis of efforts to develop human resources to improve employee performance in the Start up Business Cool Kids Ambon City Centre Mall**

Efforts to develop human resources Cool Kids Ambon City Centre have programs and several stages in developing the abilities of each individual, namely formal development programs including educational programs, which are development activities that are formed, prepared and foster human resource capabilities through knowledge and study. To encourage employees, especially managers to attend seminars, a manager must control their subordinates. Second, the training program, which is a form of activity planned for the relevant skills, knowledge and attitudes of each employee. The training activities were followed by training on business on instagram, and digital marketing. The training activities lasted only one day and had not been included in the training for a long time. The activity that was recently attended was regarding the product branding program at Shopee which was attended by marketing employees. Third, participants in human resource development have several stages, namely formal and informal development. There are two development programs, namely training and education programs, for HR development participants, which include new and old employees. In practice, the development carried out by Cool Kids employees is an informal type of development.

### **HRM analysis of the impact of recruitment and development of human resources to improve employee performance in the Start Up Cool Kids Business Ambon City Centre Mall**

The impact of recruitment activities and human resource development is a benchmark of 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 will be evaluated every month, work results are known from employee performance indicators including goals which are better actions and what you want to achieve in the future. Standard is a goal to be achieved by every employee who can do well or not. Feedback is made for progress both in terms of quality and quantity to achieve goals in the work of each employee. Furthermore, the tools or facilities used to complete the performance of each employee, in this regard, 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 in carrying out their duties. Motive is the impetus to take action. Therefore, employees are always motivated in every job. Opportunity is an opportunity to show his work performance. Cool Kids provides opportunities where the opportunity to show his work achievements. Related to this, Cool Kids gives every employee the freedom to find creative ideas.

Human resource management is related to factors that can influence performance. These factors consist of ability 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 appraisal models based on human resource management, Wirawan argued that the performance evaluation indicators were appraisers, related to performance evaluation and performance appraisal models based on human resource management, argued that performance evaluation indicators were assessors, gathering information, performance, invaluable, documented and carried out periodically. In practice, Cool Kids has implemented performance evaluations according to predetermined procedures.

According to Wirawan, there are 13 performance appraisal models, namely essay models, critical incident models, ranking methods, checklist models, graphic rating scales models, forced distribution models, forced choice scale models, Bars, BOS, BES, MBO, 360. degree performance appraisal model, paired comparison model. Based on the data presented above, the research model was conducted by Cool Kids Ambon City Centre Mall. Based on the presentation of the data above the model.

## Conclusion

Based on data analysis that refers to the problem and research objectives, the conclusions from the research that has been done are HRM analysis of recruitment to improve employee performance in the Start Up Cool Kids Business Ambon City Centre Mall in accordance with general recruitment procedures. Human resource management carried out by Cool Kids Ambon City Centre Mall regarding employee recruitment is a source of recruitment that has 2 sources, namely internal and external. While the recruitment method is the decision theory method, to select employees apply the selection of cover letters, initial interviews, second interviews, decisions on employee acceptance and placement.

HRM analysis of efforts to develop human resources in improving employee performance at the Start Up Cool Kids Business Ambon City Centre Mall is a type of formal development, but the development program is education and training. And development, namely old employees and new employees. HRM analysis affects the mechanism of recruitment and development of human resources to improve employee performance in the Start Up Cool Kids Ambon City Centre Mall Business, which is a performance result where the indicators are goals, feedback, tools or facilities, motives and opportunities are good, but factors that influence performance is Cool Kids employees Ambon City Centre Mall is a factor of ability or expertise, knowledge and discipline. Regarding performance evaluation according to procedural standards, the evaluation model used by Cool Kids Ambon City Centre Mall is a checklist model.

Based on the results of the research that has been done, the authors suggest a number of things as follows: Cool Kids Ambon City Centre Mall applies human resource management that has not been implemented in terms of psychological tests, written tests in general for employees, in developing human resources so as to apply this type of informal development as an alternative to improve employee performance in order to further improve abilities or skills, knowledge and work discipline for all employees. It is hoped that further researchers will increase their persistence in finding, processing and analyzing existing research data so that in the future this research can be even better in the future.

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