

# Implementation of Human Resource Management in the Growth of Digital Personal Shopper

Human Resource  
Management

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Submitted:  
09 JUNE 2024

Accepted:  
10 OCTOBER 2024

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## ABSTRACT

Human Resource Management (HRM) plays a crucial role in the success of organizations, especially in the era of globalization. This article discusses the initial 5 years HRM strategies implemented by TITIP application, a technology-based digital personal shopper service company. TITIP aligns its vision, mission, and company objectives with human resource management, including recruitment, training, and the development of an innovative work culture through systematic planning. This research demonstrates that HRM strategies create an inclusive work environment and encourage employee participation. By emphasizing the company's values of being 'quick, innovative, and easily accessible', TITIP is able to enhance productivity and create a competitive advantage. These findings highlight the importance of integrating HRM practices within business strategies to achieve growth and sustainability amidst global challenges.

**Keywords:** Human Resource Management, Personal Shopper, Innovative Work, Company

## ABSTRAK

Manajemen Sumber Daya Manusia (MSDM) memainkan peran krusial dalam keberhasilan organisasi, terutama pada era globalisasi. Artikel ini membahas strategi MSDM yang diterapkan oleh perusahaan aplikasi TITIP, yaitu perusahaan jasa titip digital berbasis teknologi, pada lima tahun pertama. TITIP menyelaraskan visi, misi, dan tujuan perusahaan dengan pengelolaan sumber daya manusia, termasuk rekrutmen, pelatihan, dan pengembangan budaya kerja yang inovatif dan membuat perencanaan yang sistematis. Penelitian ini menunjukkan bahwa strategi MSDM menciptakan lingkungan kerja yang inklusif dan mendorong partisipasi karyawan. Dengan mengedepankan nilai perusahaan yang cepat, inovatif, dan mudah diakses, TITIP mampu meningkatkan produktivitas dan menciptakan keunggulan kompetitif. Temuan ini menggarisbawahi pentingnya integrasi praktik MSDM dalam strategi bisnis untuk mencapai pertumbuhan dan keberlanjutan perusahaan di tengah tantangan global.

**Kata kunci:** Manajemen Sumber Daya Manusia, Personal Shopper, Pekerjaan Inovatif, Perusahaan

**JIMKES**

Jurnal Ilmiah Manajemen  
Kesatuan  
Vol. 12 No. 6, 2024  
pp. 2601-2608  
IBI Kesatuan  
ISSN 2337 – 7860  
E-ISSN 2721 – 169X  
DOI: 10.37641/jimkes.v12i6.2995

## **INTRODUCTION**

Human Resource Management (HRM) plays a pivotal role in ascertaining organization success amidst the dynamic competition and rapid changes of the modern era and digitalization. A company must adopt a clear strategy for managing its human resources to achieve its business objectives. HRM is a strategic process encompassing planning, development, management, and rewards for the workforce, enabling them to contribute to organizational performance optimally (Liu et al., 2007; Desky, 2023; Retno et al., 2024). Armstrong & Taylor (2023) explain that HRM involves various policies and practices designed to ensure that human resources function effectively in supporting corporate goals. In the modern era, companies increasingly recognize the importance of integrating business strategies with HR management. HRM extends beyond administrative workforce management to include talent management, employee development, and fostering a work culture that encourages innovation. Dessler (2016) argues that Human Resources (HR) planning must begin with a deep understanding of the company's vision, mission, and strategic goals. This alignment ensures that all aspects of human resource management are in tune with business needs and support the organization's overall strategic direction.

Kaufman (2004) further emphasizes that effective HRM enhances corporate value by maximizing the potential of its human resources, enabling organizations to sustain and grow amid intensifying global competition. Schuler et al. (2016) assert that HRM strategies must be responsive to external environmental changes, such as technological innovation and evolving market dynamics. Sparrow et al. (2016) highlight the critical role of HRM in fostering an inclusive work environment that encourages employee participation and drives innovation. Colins (2017) underscores the importance of a skills-based approach to HRM, which enhances employees' adaptability to change—a key success factor in today's digital age. Policies and practices centered on employee welfare have been shown to boost productivity and loyalty (Yee et al., 2010; Alam et al., 2020). Leadership in HR management also plays a vital role in shaping a productive organization (Buller & McEvoy, 2012; Putra & Adawiah, 2023; Suparman et al., 2024).

Thus, HRM is not merely a support function but an integral component of a company's business strategy. Pfeffer (1998) notes that organizations integrating sound HRM practices into their business strategies tend to achieve superior performance and sustainable competitive advantage. Additionally, Globocnik et al. (2020) emphasizes the need for aligning organizational culture with individual competencies to foster synergy and innovation, thereby supporting corporate targets. TITIP, a start-up operating in the app-based personal shopper service sector, faces numerous HR management challenges during its first five years of operation. For this reason, HR management is fundamental in transforming the start-up into a successful company. TITIP has designed an HRM strategy encompassing several key stages, such as defining the company's vision and mission, establishing a robust work culture, developing an organizational structure tailored to its needs, and planning for long-term HR management. This journal will explore how TITIP formulated its HR management strategy and its impact on the company's growth during the first five years of operation.

## **LITERATURE REVIEW**

Human Resource Management (HRM) plays a critical role in achieving organizational goals by managing the workforce effectively through strategies and policies designed to align with the company's overall objectives. According to Tyson (1997), HRM serves as a mechanism that integrates organizational strategies with workforce management. It also provides the foundation for harmonizing employee functions, objectives, and benefits in line with achieving company goals (Niroh et al., 2024). The core activities in HRM, as highlighted by Siagian (2014), include planning, organizing, directing, and controlling human resources to meet organizational objectives. A significant aspect of HRM is fostering employee satisfaction and

motivation, which contributes to creating a supportive and innovative work environment (Puspita et al., 2023; Lukman, 2023). Siagian (2014) emphasizes that the role of HR extends beyond administrative tasks to actively ensuring that employees feel valued and are encouraged to perform optimally. The main function of HR which includes planning to determine the organization's workforce needs, organizing by clearly defining tasks, authorities, and responsibilities, and directing employees to work in accordance with the company's vision and mission (Sofie, 2018). In addition, HR is tasked with controlling employee performance to comply with the company's standards and objectives that have been set.

Corporate culture and values play a crucial role in shaping employee behavior by providing a framework of shared norms and principles. According to Tyson (1997), these values contribute to forming consistent work patterns that not only drive innovation but also foster an inclusive and collaborative work environment. This aspect of corporate culture is essential for maintaining a competitive edge, especially in dynamic and evolving business landscapes (Silalahi et al., 2023). For companies, a strong and adaptable corporate culture is a strategic asset that helps them navigate continuous changes in their external environment. Moreover, sustaining a productive work culture requires integrating ongoing employee training and development initiatives (Schneider et al., 1996). This approach ensures that employees are equipped with the necessary skills and knowledge to adapt to new challenges and leverage innovative solutions. In this context, corporate culture functions as a catalyst for innovation. By embedding values that prioritize creativity, inclusivity, and resilience, organizations can encourage employees to contribute novel ideas and solutions. This synergy between culture and training creates a robust foundation for long-term organizational success, enabling companies to respond effectively to change while fostering a positive and empowering workplace atmosphere.

Human Resource Planning (HRP) is a strategic process aimed at enhancing employee satisfaction to support a company's long-term goals (Silalahi et al., 2023). This process involves aligning Human Resources (HR) objectives with the company's overall goals, cultivating a corporate culture, and establishing a structured organizational framework. HRP further encompasses key components of human resource management, including workforce size, recruitment and training strategies, development and career planning, compensation systems, performance evaluations, and employee termination procedures (Mondy & Mondy, 2014). Effective HRP relies on a systematic and data-driven approach to balance immediate and long-term organizational needs. Through this process, the Human Capital (HC) team systematically plans, implements, and reviews strategies to optimize employee potential and align it with business objectives (Holbeche, 2022). By integrating these elements, HRP not only addresses current workforce challenges but also anticipates future demands, ensuring a proactive and sustainable approach to managing human resources. In essence, HRP is a comprehensive framework that enables organizations to enhance workforce capabilities, foster a positive work environment, and achieve strategic goals (Damanik et al., 2024; Kaaria, 2024).

## **METHODS**

This study employs a qualitative research method, focusing on the application of Human Resource (HR) Management functions in TITIP, a Digital Personal Shopper Service Company. Qualitative research is primarily exploratory, aiming to uncover dynamics, contexts, meanings, or subjective experiences (Denzin & Lincoln, 1996). The approach allows for a deep understanding of the complexities within the company's operations. Data collection involves case studies of TITIP, which is a start-up company, offering an advantageous setting for analyzing intricate issues and conducting in-depth exploration (Pearce & Robinson, 1991). By using qualitative methods, the research aims to provide insights into how HR management practices are applied in the context of a start-up business, and how these practices contribute to its development and success.

The study allows the researchers to observe and interpret the subjective experiences of those involved in the company, offering a detailed analysis of TITIP's HR functions and their impact. The choice of qualitative research is particularly useful in this case due to the company's start-up nature, which can present unique challenges and opportunities for applying HR strategies, making it an ideal subject for a detailed and context-rich case study.

## **RESULTS**

During the first five years of TITIP, Human Resource Management encompassed several key planning stages. These stages included determining the company's goals, objectives, and strategies; establishing a company culture; defining the organizational structure to align with manpower needs and company targets; and planning and managing Human Capital. Additionally, projections of Human Capital costs were made to address short-, medium-, and long-term goals. This journal specifically focuses on the first four stages of the planning process.

The TITIP's objectives are divided into 3 stages. In the early stages in years 0 to 1, the main goal is to form a strong organization. For this reason, the recruitment target is to fulfil 4 main divisions with a target of 100% recruitment of experienced and qualified manpower. In addition, the training and development target is not only for the internal team but is provided for new sellers with basic technology and marketing training topics. In the middle stage in years 2 to 3, TITIP focuses on conducting training and certification according to qualifications and training standards. This year, a reward system is carried out in the form of bonuses or compensation. Not only developing internal teams and sellers, TITIP has also started implementing CSR programs on a small scale, such as in the local community. While in the long-term stage, TITIP targets 100% of training and certification programs to be carried out for employees with a work period of more than one year. This year, standardization and all SOPs for IT are reviewed and updated according to the needs and conditions in the 5th year. Significant changes to the seller training program have also been carried out massively, where this year a seminar and Seller Care program was formed to solve the problems faced by sellers. The existing CSR program will be developed to a national scale in accordance with ISO 26000 standards.

The targets that have been formed and divided into several stages are intended for the welfare and development of TITIP's internal employees. This was created so that TITIP workers always provide ideas, innovations, strengthen synergy between teams and divisions, and support each other so that TITIP's business goals can be achieved, and team productivity is maintained under positive and mutually supportive management leadership. In addition, the above objectives are also intended to accommodate TITIP Sellers so that a strong community can be formed, which will later support sales productivity and increase revenue.

Corporate Culture can be used as a tool to support company operations so that company targets and goals can be achieved, and as a tool to reduce conflict so that collaboration and cooperation can be created. Corporate culture involves habits or principles that must be followed by all workers. At TITIP, the function of human resource management is to accommodate and create a comfortable, synergistic, and positive work environment and atmosphere so that performance productivity increases.

The TITIP logo highlights the consonant letter mark of the TITIP text, which are the two letters T, and P, which aims to make it easier for consumers to recognize and remember the TITIP brand name as a new brand. The TITIP logo uses connected letters that reflect the company's tagline, namely as a connector or link for all levels of society in reaching the archipelago. The colour orange is a symbol of optimism, adventure, ability and socializing. The colour orange can also symbolize self-confidence. The fusion colour of red and yellow gives a warm and strong effect, which reflects TITIP's vision in its role in the growth of the country's economy through MSMEs. The two green dots represent the vowel letter "i" from the TITIP brand name, this colour is

identical to nature, where this is a reminder for the company and its users of their duties, contributions, and responsibilities towards the environment and society.



**Figure 1.** TITIP Logo

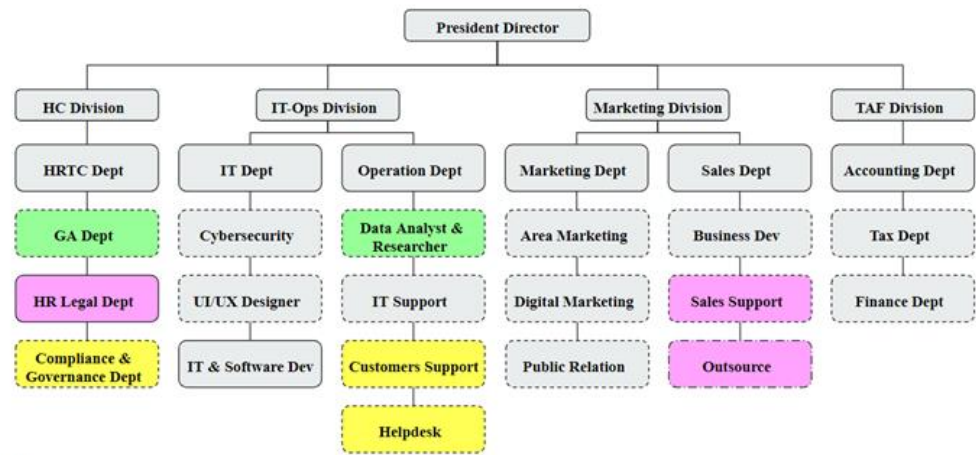
TITIP has two different types of uniforms, namely the best-in-class Lacoste Pique polo shirt with the TITIP logo on the left chest as an identity identifier. The uniform is designed in white to symbolize professionalism and order. The following is a uniform design that must be used by workers as a company identity.



**Figure 2.** TITIP Employee Uniform

TITIP's corporate values reflect the company's assumptions, leadership style, management decisions, and ideology of the founders of TITIP. Corporate values are not only the basis of each company policy and regulation, but also the company philosophy that is implemented and followed by every team member in TITIP. In its formation, the founders and management of TITIP had three corporate values, namely Fast, which can quickly adapt to developments in information and technology so that a container is created whose products are guaranteed to be on time, Innovative, which is TITIP can be a solution-oriented and innovative container by always considering input from users and sellers, Easy, which is easy to use for all groups and adjusts prices, features, and experience using applications that are in accordance with consumer standards. These three corporate values focus on customer-oriented which encourages the development of Human Resources within the TITIP internal team.

As time goes by, TITIP must be able to keep up with the effects of globalization and technological developments. The role of the Human Capital division at TITIP is to continuously develop and facilitate the human resources it must meet the company's expectations and targets. For this reason, the company's assumptions are as a guide to every behaviour, culture, and value of TITIP. HC division must form SOPs and work instructions as standards and the basis for the work of each division. In its implementation, all work has been determined for output and work time so that work targets can be met according to targets and on time. In addition, HC division with management must enforce a transparency policy in communication between teams and divisions and provide development for HR so that company profits are achieved. TITIP also provides awards for workers who can provide innovative ideas to develop the company. TITIP not only innovates, but must also accommodate ideas, complaints, and input from consumers as a basis for change. Thus, the features developed must be adjusted to user needs. After forming values and culture, an organizational structure must also be formed to provide clarity in the roles and authorities of employees.



Note:  
 Grey : First Year  
 Green : Second Year  
 Yellow : Third Year  
 Pink : Fourth Year  
 Red : Fifth Year

Figure 3. TITIP's Organization Structure

The recruitment system implemented in TITIP uses two systems, which are for internal TITIP workers with a full-time system and for freelancers to support TITIP partners throughout Indonesia. Both will go through several selection stages such as initial screening, interviews, written and skill tests, and work agreements to become TITIP workers. In the TITIP internal recruitment system, the HRTC department will make long-term estimates for manpower needs, recruitment schedules, and onboarding agendas for workers who have passed the recruitment stages. The HRTC department will use online job vacancy applications such as LinkedIn, JobStreet, KitaLulus, or other references to find candidates who meet the qualifications. Meanwhile, for freelancers, the recruitment stages will be carried out by a third party or outsourcing website. Prospective workers simply create an account on the website and apply as workers at TITIP. The selection stages are shorter than internal recruitment, but verification will be carried out by the HRTC department. The work schedule is more flexible and is arranged based on the support area. The following is the recruitment process flow for freelancers.

By providing training and development on TITIP workers' skills, the company will gain more benefits because HR has knowledge as an asset. Worker training can be done internally and externally, depending on the needs and training requests of each division. Workers who already have Trainer of Trainee (ToT) certification can share their knowledge in internal training classes. The training conducted will be adjusted to the needs of each division. Meanwhile, certification is carried out according to medium-term goals and is intended for employees with a work period of more than 1 year, where the employee's position requires certification according to the annual training plan.

In TITIP, there are two types of compensation. First, financial compensation which can be in the form of direct and indirect financial compensation, both of which are in the form of money for the performance that has been given. The financial compensation given has a different scale depending on the position and title, level of education, attendance, performance assessment, and other benefits received. Indirect financial compensation includes compensation given to workers in the form of money but is intended for worker welfare. In TITIP, this compensation can be in the form of health benefits, Annual Leave and Joint Leave, and other facilities that support worker performance. Meanwhile, non-financial compensation given is in the form of training, sports day, annual company family gathering. Awards for TITIP workers will be projected to workers with two categories, namely workers who are able to develop and

provide innovation for the TITIP system so that TITIP is proven to get profits above target, and workers with absences at 100% for 2 consecutive years. The award mechanism will be regulated in the Company Regulations agreed by management in accordance with the company's conditions at a particular time and can be reviewed if there are changes.

The TITIP employment system is in accordance with Law No. 11 of 2020 concerning Job Creation and Law No. 3 of 2003 concerning Manpower, which are (1) Fixed Term Employment Agreement (*Perjanjian Kerja Waktu Tertentu/PKWT*) with a certain work period or contract, and (2) Indefinite Term Employment Agreement (*Perjanjian Kerja Waktu Tidak Tertentu/PKWTT*) or with permanent employee status. At the beginning of recruitment, the worker's status is PKWT or contract worker with a duration of 6- or 12-months. Workers with PKWT status will have their performance assessed one month before the contract expires to determine extension, termination of contract, or determination as PKWTT. PKWTT submission will be made if the work period has entered the third year and meets the performance assessment with a certain score standard. The authority to assess the performance of a PKWT is the superior through the PKWT performance assessment form.

Termination of employment is carried out for PKWT and PKWTT workers at TITIP companies in accordance with Article 81 of Law No. 11 of 2020 and PP No. 35 of 2021, with the type of termination of employment resigning of one's own free will no later than 30 (thirty) days before the last date of work, termination due to the end of the contract period for PKWT workers, termination due to entering retirement age, namely 55 years, and termination due to conditions beyond expectations or force majeure. Each type of termination of employment will receive compensation in accordance with the company regulations in effect at that time, with reference to the Manpower Law.

## CONCLUSION

Based on the explanation above, it can be concluded that Human Resource Management (HRM) plays a crucial role in a company's success, particularly during the initial operational phase of TITIP. By implementing a well-structured HRM strategy, TITIP can establish a robust work culture, design an effective organizational structure, and nurture employee potential through training programs and an equitable compensation system. Furthermore, there is a clear integration between TITIP's business strategy and HRM initiatives, so that all human resource efforts will be aligned with the company's vision and mission, ultimately supporting the achievement of its long-term objectives. The findings indicate that TITIP prioritizes the creation of an inclusive, innovative, and adaptive work environment, underpinned by a strong culture of innovation and collaboration, which enhances employee productivity and creativity. Effective HR management not only benefits employees but also ensures the company's sustainability and growth amidst intense competition. Thus, the implementation of effective HRM practices serves as a cornerstone for building sustainable competitive advantage and fostering TITIP's growth as a successful start-up in the app-based personal shopper service sector.

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