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Human Capital Strategy Implementation for Business Plan at Material Handling Rental Services Startup LogisMe

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Abstract: *Efficient logistics and warehousing operations heavily rely on effective material handling and cleaning processes. The utilization of equipment like lifting scissors, hand stackers, and forklifts is crucial for the safe and smooth movement of raw materials, finished products, and heavy cargo within these facilities. Nevertheless, the substantial financial outlay for such equipment presents a significant hurdle for businesses in this industry. Despite this capital-intensive challenge, the logistics and warehousing sector has witnessed substantial growth, primarily driven by the e-commerce surge ignited by the COVID-19 pandemic. The escalating demand for online shopping has exerted considerable pressure on supply chains, necessitating expanded warehousing and transportation infrastructure. Human Resource Planning (HRP) involves strategically allocating and optimizing human capital within an organization. This process aligns with short, medium, and long-term objectives by determining the necessary workforce to meet operational requirements. HR planning translates organizational goals into specific human resource targets, ensuring the availability of skilled personnel to support business operations. LogisMe has a flexibility of working style and hours which combines both offline and online / remote working styles empowered with virtual office and Employee Self Service (ESS). The company also supports for employees work-life balance and rewards.*

Keyword: Strategic Planning, Human Capital Plan, Employee Self-Service, Work Life Balance

INTRODUCTION

Material handling and cleaning constitute essential components of efficient logistics and warehousing operations. The deployment of equipment such as lifting scissors, hand stackers, hand pallets, and forklifts aids in the safe and efficient movement of raw materials, finished goods, and heavy loads within these facilities. However, the substantial capital

investment required for such equipment poses a significant challenge for businesses in this sector. Despite these capital constraints, the logistics and warehousing industry has experienced remarkable growth, driven primarily by the e-commerce boom fueled by the COVID-19 pandemic. The surge in online shopping has placed immense pressure on the supply chain, necessitating increased warehousing and transportation capabilities. This heightened demand is reflected in the substantial contribution of the logistics sector to the nation's GDP from data of the Central Bureau of Statistics. The intersection of these factors high equipment costs and soaring demand, highlights the complex operational challenges faced by logistics providers. To thrive in this dynamic environment, businesses must carefully balance capital expenditures with operational efficiency and scalability.

Human Capital (HC) Plan is part of the management process in terms of managing Human Resources (HR) that must exist in a company to achieve the vision and mission. This HR planning determines the execution of the strategic direction of HR empowerment and adjusts to the growth and development of the business run by the company. According to research conducted by (Sugartini & Dharmadiaksa, 2016), technology can have an effective and significant effect on employee performance which has an impact on improving company performance. Organizational culture has a role in connecting technology variables and company performance. (Lesmana et al., 2021) in their research revealed that Innovation is closely related to job satisfaction and employee loyalty to the company. In a case study conducted on a manufacturing company, it was proven that innovation from the company in terms of manufacturing processes can increase employee loyalty, performance and satisfaction.

METHOD

This research utilizes a qualitative approach to encompass into the role of Human Resource Management (HRM) at LogisMe. By examining the complexities of the organization through a careful case study, this research aims to understand between HRM practices and the broader organizational context. In qualitative research, with its focus on understanding the meaning and context of phenomena, is well-suited for exploring the nuances of HRM in this settings.

Human Capital (HC) Plan is part of the management process in terms of managing Human Resources (HR) that must exist in a company to achieve the vision and mission. This HR planning determines the execution of the strategic direction of HR empowerment and adjusts to the growth and development of the business run by the company. (Indraputra & Hamdi, 2023). This study employed a qualitative approach to understand the nature and context of the research phenomenon. By delving into the intricacies of the subject matter through case study analysis, the research sought to uncover underlying meanings and patterns. Data was collected using both primary and secondary sources, with thematic analysis used to identify key themes and insights. This methodology allowed for a comprehensive exploration of the research topic.

RESULT AND DISCUSSION

The Internal-External (IE) Matrix is a strategic tool used to determine a company's competitive position based on its internal strengths and weaknesses, as well as external opportunities and threats (David et al., 2020). By analyzing these factors, a company can plot itself on one of nine cells within the matrix. Each cell represents a different strategic option that the company can pursue. The analysis of LogisMe reveals that the company is in a highly competitive position, with both high EFE (3.12) and IFE (3.15) scores.

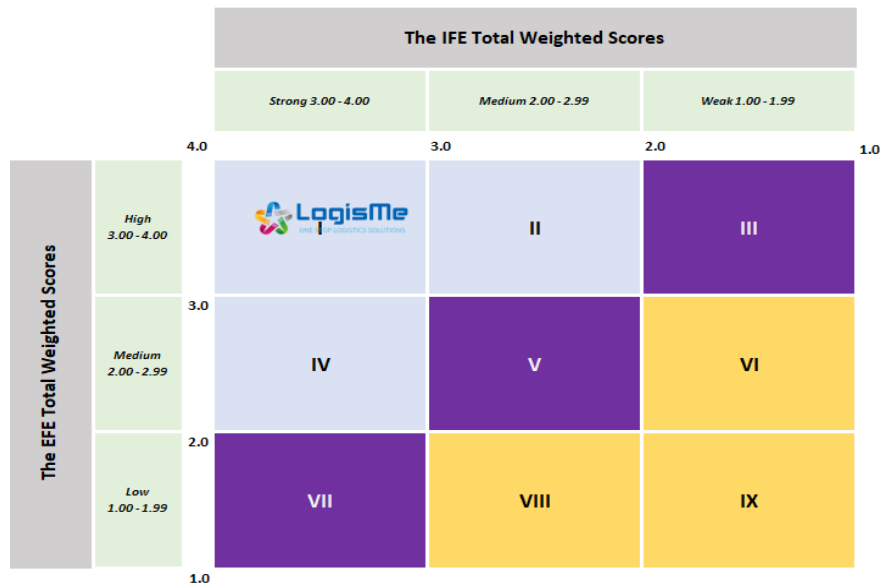


Figure 1. LogisMe Internal-External Matrix

According to (David et al., 2020), if the IE matrix analysis places a company in quadrant I, II, or IV (Grow and Build), then several alternative strategic options can be considered:

- Forward, backward, or horizontal integration.
- Market penetration.
- Market development.
- Product development.

Therefore LogisMe choosing market development as the first level strategy and then product development as the secondary strategy. Based on the results of the IE matrix (Figure 1), two alternative strategies can be adopted from the options suitable for the "grow and build" group, particularly for a startup company: product development and market development.

Human Capital Plan

LogisMe's Human Capital (HC) or Human Resources (HR) strategy is designed to achieve the company's marketing, operational and financial plans in achieving the company's vision and mission in line with the company's main focus priorities on market development strategies.

Human Capital Goals and Targets

Human Resource Planning (HR) is a process to place and optimize HR which is a company asset. HR planning must be in accordance with the determination of Term Objective in short, medium and long terms. In this planning, the company's objectives are determined which are adjusted to the placement of positions and positions that are in accordance with daily operational needs. Then Human Capital (HC) or Human Resources (HR) targets are a means to realize and achieve HR goals. These targets include the fulfillment of HR in all divisions that are needed in the company's operations.

Table 1. Established Terms Objectives

Category	Objectives	Goals
Short terms (Y0-Y2)	1. Conducting Recruitment with details Year 1: • Finance: 1 person	1. Achieving 100% recruitment for the initial stage with candidate qualifications of at least 2 years of

	<ul style="list-style-type: none"> • Sales: 2 people • Digital Marketing: 1 person • HR-GA Supervisor: 1 person • Mechanic Supervisor: 1 person • Mechanics: 2 people • Sr. Front-End Programmer: 1 person • Jr. Fullstack programmer: 1 person • IT-QA: 1 person • UI/UX Designer: 1 person 	experience for each first stage position.
	<p>Year 2:</p> <ul style="list-style-type: none"> • Business Development: 1 person • Mechanics: 3 people • GPS Mechanics: 2 people • IT DevOps Engineer: 1 person 	
	2. Onboarding and induction.	2. Achieving 100% circulation of information regarding products and services and the company's work team to all onboarding employees
	3. Socializing company values and culture to all employees.	3. Achieving work culture values to achieve the company's vision and mission for all employee lines 100%..
	4. Carrying out work activities with a hybrid online-offline method	4. Achieved an absence rate of up to 90%, increased productivity efficiency of up to 50% of employee working time.
		5. Achieved 100% response rate and marketing team visits to potential customers
Medium Terms (Y3-Y4)	1. Establish Company's Kaizen.	1. Implementation of 1-2 new innovation and improvement ideas every month
	2. Reward and Punishment of Performance Appraisal Implementation.	2. Implementation of rewards and punishments in the company 100%.
	3. Recruitment during 3 rd Year <ul style="list-style-type: none"> • Sr. Back-end Programmer: 1 person • Flutter Programmer: 1 person • Data Engineer: 1 person • Product Owner: 1 person 	3. SaaS and Mobile Application development has reached the 2nd and 3rd milestones, namely the completion of the platform monitoring module, mobile SaaS client and maintenance report dashboard 100%.
	4. Internal and External Talent Management.	4. Certification for mechanical technician employees and IT teams 100%. Implementation of leadership certification for managers
Long Terms (>Y5)	1. Work life balance achievement evaluation.	1. Reduce turnover by up to 50% and increase employee satisfaction levels by up to 90%.
	2. Employees Knowledge Sharing for each month of each departments.	2. Each employee imparts 1 new knowledge and other employees gain at least 1 new knowledge to apply.
	3. Build Knowledge Management Systems (KMS)	3. Managing TACIT knowledge in KMS repository with achievement of all LogisMe business documentation 100%

4.	Monthly rewards best and runner up Kaizen	4.	Delivered and implemented 3 new ideas and innovations for the company every month
5.	Monthly internal and external talent management.	5.	Achieving 100% employee certification for all staff, supervisor and managerial positions
		6.	End-to-end CV filtering to 100% candidate decision selection using scoring and relevance assessment of new candidates with the 3 best Job Boards (Job Street, LinkedIn and Glintz)
6	Integration with Job Board using Artificial Intelligence (AI) for recruitment process	7.	Increase productivity

Corporate Culture and Values

Organizational culture is a system of shared meaning held by members to distinguish the organization from other organizations. According to Edgar H. Schein, organizational culture consists of three components: artifacts, espoused values, and fundamental assumptions(Schein, 2004). This company culture conveys values to employees so that they can work together to solve existing work problems and integrate employees with the company's vision and mission. (Putra et al., 2019).

Artifact Company

Artifacts are all phenomena that can be felt by our five senses related to the company. Included in it are all products that can be felt and seen such as the physical environment, technology and products, art and stories about the company. If associated with organizational culture, then artifacts are all behaviors and responses from members of the organization, namely the founders and employees of the company.(Schein, 2004:26).

Company Logo and Tagline

PT. LogisMe Berkas Bersama (LBB) has the following logo



Figure 2. LogisMe Logo

The meaning of the company logo in the image above is as follows:

- a. The star logo with various colors, illustrates that the company is committed to being a supporter of warehousing and logistics-based businesses for all business sectors.
- b. The hand shape of the Star, means that both the company and customers work together as partners and support each other to achieve competitive advantage.
- c. The logo consists of two words, namely Logis from the word Logistics which means logistics and Me from the word Me which in English means "I", meaning that the products and services offered by the company can be used user-friendly and can be used by various user backgrounds from various business sectors.
- d. LogisMe can mean a logistics business partner, thinking logically and deductively, can help everyone easily run warehousing and logistics operations easily.

- e. The color blue symbolizes innovation, technology and reliability. This is in line with the company's vision and mission to continuously develop innovation and technology with the best reliability.
- f. The light blue color in the tagline that matches the color of the sky on a sunny day is one of the values that we provide to the environment by presenting environmentally friendly technology, especially in order to reduce emissions in the air.

The company tagline "One Stop Logistics Solutions" describes the company's goal to provide end-to-end solutions for customers in the field of logistics and warehousing

Outfits

LogisMe will use casual clothing for administrative staff, sales marketing and other back office employees. However, LogisMe has a blue LogisMe logo collared shirt that is used on Mondays when the entire department's meeting schedule is online. The purpose of using this shirt is to increase the sense of responsibility and enthusiasm as part of the company.



Figure 3. LogisMe Outfit

Meanwhile, the unit technicians will wear blue wearpacks with scotch light bands on several parts so that the staff looks striking.



Figure 4. LogisMe Technician's Wearpack

Virtual Office

LogisMe aim the usage of Virtual Office as a competitive advantage, LogisMe will use a meeting room in the virtual office service, but after entering the medium term the office will be located in a dedicated office room which is also in the virtual office. This concept has the advantage of the company being able to hold meetings anywhere throughout Indonesia that has access to the virtual office service. So that employees, especially sales and marketing, will be more flexible and efficient in carrying out the targets that must be achieved. In addition, an office design like this will reduce the company's operational costs, especially in monthly cost factors such as electricity, internet, office boy, receptionist, telephone and so on.

Corporate Value

Table 2. Corporate Value

Values	Descriptions
L - <i>Leadership</i>	Be a good role model, lead with integrity, motivate and be at the forefront.
O - <i>Optimization</i>	Fully dedicated to optimizing existing processes, systems and resources to increase efficiency. Prioritizing appropriate solutions for mutual progress.
G - <i>Growth</i>	Berkomitmen dan profesional dalam bertumbuh dengan berjiwa continuous learning, endurance dan adaptability terhadap tantangan.
I - <i>Innovation</i>	Innovative culture and accepting new ideas. Technological advancement is the main solution provided to our customers..
S - <i>Service Excellence</i>	Prioritizing leading services for customers, dealers and partners, Our main priority is customer satisfaction in providing the services and products we have.

With the above values and the implementation of servant leadership, namely leadership that focuses on helping employees as a team to achieve their potential and meet needs (Amielia et al., 2024). Then LogisMe will be customer-oriented with the ultimate goal of service excellence marked by achieving SLA of up to 90% and good Customer Experience (CX). In other words, LogisMe listens more to customers by trying to enter the customer's company culture and ultimately together to increase customer productivity.

Assumption/Believe

Assumption is one form of organizational culture which is an unconscious perception and belief due to continuous work that is ultimately implemented as a belief. This belief will be strong if supported by members of the organization which in this case are employees and company managers. This assumption or belief is greatly influenced by the role of leadership style in organizational culture. The following is an assumption / believe from PT. LogisMe Berkat Bersama (LBB).

Table 3. Assumptions and Believes

Core Values	Positive Assumptions	Negative Assumptions
L - <i>Leadership</i>	LogisMe adheres to the principle of servant leadership for customers, because companies must be able to understand customer needs and focus on ethics and values that are in line with the company's reputation from the customer's point of view (Sawan et al., 2020).	LogisMe becomes less competitive when it cannot understand customer needs. In addition, products and services will not be right on target for customer needs which has fatal consequences for startups such as LogisMe.
O - <i>Optimization</i>	Increase customer efficiency and effectiveness by 30-50% with the support of services and services owned by LogisMe.	LogisMe has no advantages when compared to competitors, so the differentiation value of LogisMe is lost, resulting in weakened competitiveness..
G - <i>Growth</i>	In terms of internal company, the team is collaborative, solid and feels valued and supported to achieve common goals with the support of the principle of servant leadership..	Employee turnover rates are high, less productive and there is a gap in teamwork. Ultimately, product and service delivery is hampered and less than optimal.
I - <i>Innovation</i>	LogisMe fully supports innovation and change for the better. Innovation is	If the company is less responsive and quick in increasing product and service

Core Values	Positive Assumptions	Negative Assumptions
	essential to compete and understand customers. The company facilitates innovation-related activities such as R&D, conducting kaizen and facilitating Knowledge Management Systems (KMS).	innovation, it has the potential to experience setbacks and losses, namely losses in market opportunities, lack of motivation and development of employee capabilities, loss of talented talents due to lack of company support and the potential for the theft of R&D and internal company information due to employees moving to competing companies.
<i>S - Service Excellence</i>	Ultimately, all the company values represented by the letters L-O-G-I lead to the goal of achieving service excellence as a company commitment. Service excellence with the goal of achieving 90% SLA and Customer Experience (CX) is the company's long-term capital for cooperative relationships with customers.	LogisMe lost long-term relationships with customers, customers potentially switched to competitors, LogisMe's reputation became bad and it experienced difficulties when approaching potential new customers.

Organizational Structure

LogisMe's organizational structure is arranged based on short, medium and long-term Human Resources (HR) planning that has been set by the company. The company's hierarchical structure chart is determined based on the functional and job titles of the workforce needed by the company. The following is the organizational structure of PT. LogisMe Berkat Bersama (LBB):

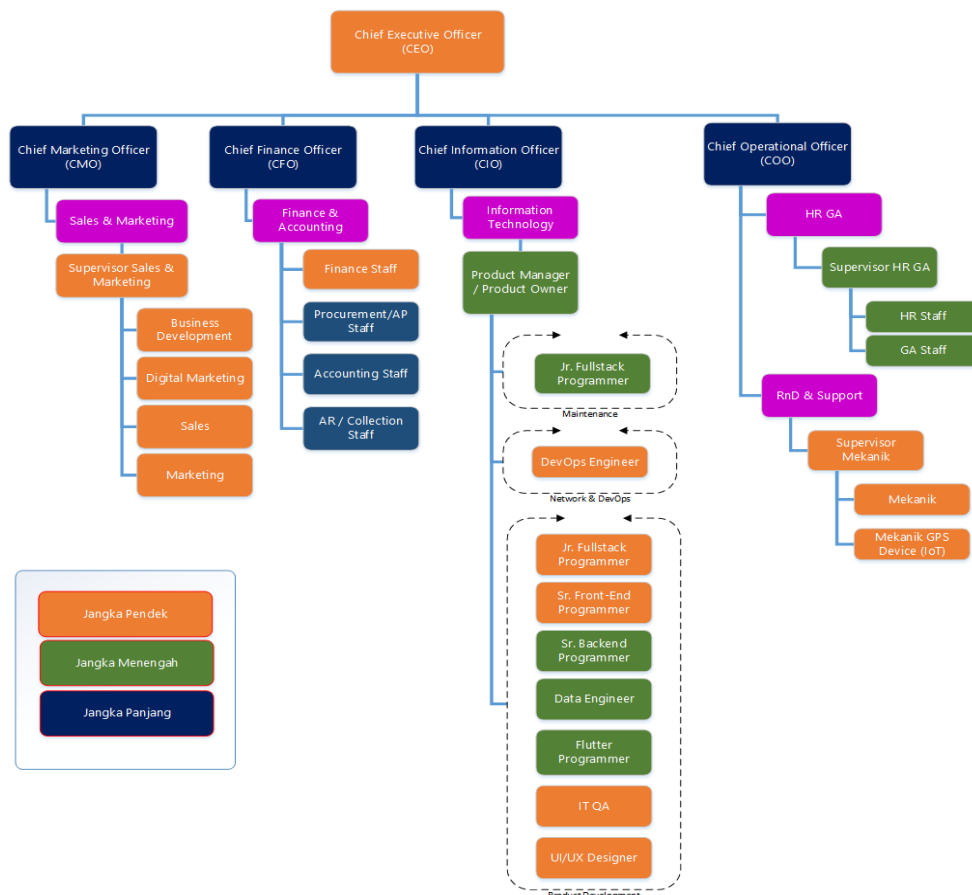


Figure 5. Organizational Structure of LogisMe

Human Capital Planning

Recruitment of qualified human resources according to their respective fields of work is one of the keys to the success of a business, especially in the material handling rental business, cleaning equipment and integrated systems require reliable human resources to be able to realize the company's vision and mission in delivering the best service up to a Service Level Agreement (SLA) of 90% to customers. Likewise in terms of carrying out repairs and maintenance and operating each material handling unit that requires expert personnel who are technically certified and have an Operator's License (SIO).

The training provided by LogisMe is aimed at improving work performance capabilities both individually and in groups based on position in the company. In accordance with the results of Porter's generic strategy, namely Cost Leadership, it is necessary to focus on maximum service to customers. Therefore, employee training and development are needed. While career development is an effort that is given formally and continuously with the main goal of improving HR skills. In implementing HR training and development management.

The status of employees working at PT LBB is guided by Law No. 11 of 2020 concerning Job Creation Article 56 paragraph (1) which states that work agreements are made for a specific period or for an indefinite period. So PT LBB will use three types of employee status, namely permanent (PKWTT / Indefinite Term Work Agreement), contract (PKWT / Certain Term Work Agreement) and outsourcing employees.

a. Permanent Employee

For employees who are considered to have vital roles and responsibilities (core processes) in the company, LogisMe applies the PKWTT system to these employees. The trial period is set for three months before deciding whether the employee is appointed as a permanent employee or not. This is in accordance with Law No. 11 of 2020 concerning Job Creation Article 60 paragraph (1)

b. Contract/Temporary Employee

For employees who fall into the non-core process category, PT LogisMe implements a PKWT work system in accordance with Law No. 11 of 2020 concerning Job Creation Articles 57 to 59. Employees who have served a certain period of time can be appointed as permanent employees or their employment can be terminated according to the company's needs based on the agreed work agreement.

c. Outsourcing

Outsourcing employees are workers from third-party vendors who are used to complete certain jobs for LogisMe, namely cleaning and security services. LogisMe decided to take outsourcing services to do work related to cleaning and security in the hope of getting better quality services than if it were done by the company's internal party.

Employee performance assessment is a process of evaluating the work of employees working at PT. LogisMe Berkat Bersama (LBB) with a one-year assessment cycle. In employee performance assessment, LogisMe will use the Balanced Scorecard (BSC) method, which is based on the company's vision, mission and goals as a reference for improving the performance of each division in order to monitor the development of strategies towards business goals. The concept of balanced scorecard data consists of several stages, namely:

1. Identifying the company's vision, mission and strategy with the reality faced by the company.
2. Analyze the design and preparation of each perspective (Learning and Growth, Internal Business Processes, Customers and Finance) in the balanced scorecard.

- Analyze the results of performance calculations from each perspective. By processing and analyzing, a conclusion can be drawn from the results of the evaluation that has been carried out. (Zindra, 2017)

The training provided by LogisMe is aimed at improving work performance capabilities both individually and in groups based on position within the company. (Hartaty Silalahi et al., 2023). In accordance with the results of Porter's generic strategy, namely Differentiation, it is necessary to focus on customer value. Soft skills and hard skills of employees need to be developed, because employee performance is significantly influenced by motivation for developing these abilities, employees will be more active in doing their jobs. (Indradewa & Akla, 2022). In order to achieve good employee training and development, the company creates an integrated knowledge management system so that employees can work together to develop their potential and ultimately realize the company's strategy. (Sunaryanto & Sulaeman, 2023). Additional income outside of salary that workers receive for the achievement of a job given by the company to operational and marketing employees according to the standards set by the company. The purpose of this determination is to motivate employees when carrying out tasks and responsibilities, because there is a relationship between compensation and employee motivation to dedicate to the company. (Sidabutar et al., 2020).

LogisMe must provide service to customers during normal working hours, namely 08.00 to 17.00 for staff, while technicians must be on standby 24 hours with 3 work shifts in place.

Table 4. Working hours

Day	Working Hours	Rest Hours	Total Daily Working Hours
Monday	08:00 – 17:00	12:00-13:00	8 Hours
Tuesday	08:00 – 17:00	12:00-13:00	8 Hours
Wednesday	08:00 – 17:00	12:00-13:00	8 Hours
Thursday	08:00 – 17:00	12:00-13:00	8 Hours
Friday	08:00 – 17:00	12:00-13:00	8 Hours

3 Shift Working Hours Table

Table 5. Shifting Working Hours

Day	Day Shift		Afternoon Shift		Night Sift	
	Working Hours	Rest Hours	Working Hour	Rest Hours	Working Hours	Rest Hours
6 working days, 1 day off in 1 week	07:00-15:00	10:00-11:00	15:00-21:00	17:00-18:00	23:00-0700	01:00-02:00

In supporting the attendance system, LogisMe implements the Employee Self Service (ESS) attendance module, which allows each employee to perform attendance, submit leave, overtime and claim expenses using a mobile application. Recording of attendance in and out uses the Global Positioning System (GPS) record so that the HR division can find out the clock-in and clock-out positions of each employee using ESS.

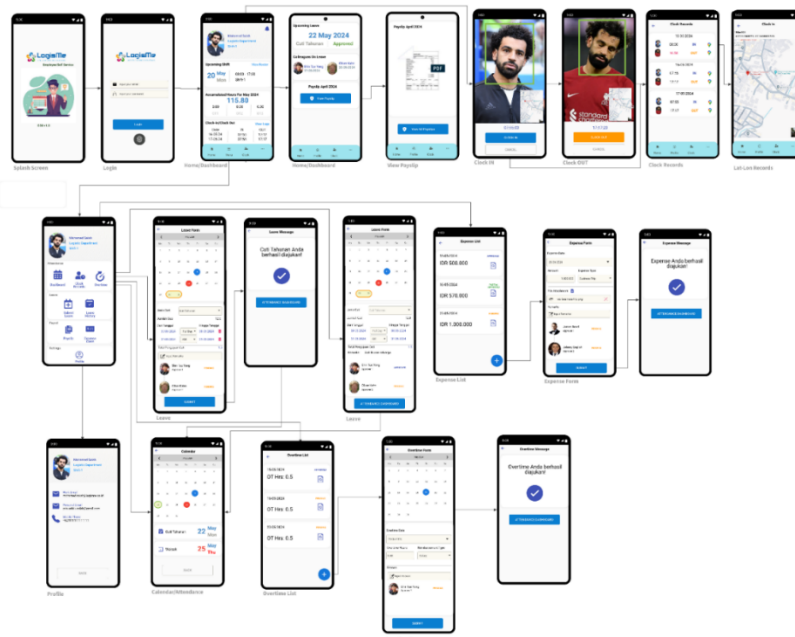


Figure 6. Employee Self Service (ESS)

Human resource Cost Projections

As a startup, LogisMe will be formed as lean and efficient as possible (lean organization) so that it is expected that the budget for human resource costs will not be too large. The information below shows a general overview of the planning for the number of employees and the total costs or budget that the company must spend in the next five years.

Table 6. Manpower Planning

HR Expense	Tahun 1		Tahun 2		Tahun 3		Tahun 4		Tahun 5		
	Jabatan	Orang	Gaji	Orang	Gaji	Orang	Gaji	Orang	Gaji	Orang	Gaji
Direktur		1	168,000	1	192,000	1	370,800	1	381,924	1	393,382
Staff Finance		1	62,400	1	98,880	1	101,846	1	104,902	1	108,049
Supervisor Marketing & Sales		0	-	1	123,600	1	127,308	1	131,127	1	135,061
Staff Sales		2	124,800	2	131,016	2	134,946	2	138,995	2	143,165
Staff Digital Marketing		1	62,400	1	98,880	1	101,846	1	104,902	1	108,049
Staff Bussines Development		0	-	1	96,000	1	98,880	1	101,846	1	104,902
Staff Administrasi		0	-	0	-	0	-	0	-	0	-
Superviso HR-GA		0	-	1	98,880	1	101,846	1	104,902	1	108,049
Staff HR-GA		1	72,000	1	72,000	1	74,160	1	76,385	1	78,676
Supervisor Mechanic		1	96,000	1	98,880	1	101,846	1	104,902	1	108,049
Staff Mechanic		2	132,000	5	333,960	5	343,979	5	354,298	5	364,927
Staff Mechanic GPS Device		0	-	2	132,000	2	135,960	2	140,039	2	144,240
Sr. Front-End Programmer		1	144,000	1	180,000	1	148,320	1	152,770	1	157,353
Sr. Back-End Programmer		0	-	0	-	1	180,000	1	185,400	1	190,962
Flutter Programmer		0	-	1	72,000	1	72,000	1	72,000	1	72,000
Jr. Fullstack Programmer		1	78,000	2	132,000	2	135,960	2	140,039	2	144,240
IT QA		1	120,000	1	144,000	1	86,520	1	89,116	1	91,789
UI/UX Designer		1	144,000	1	84,000	1	86,520	1	89,116	1	91,789
IT DevOps Engineer		0	-	1	96,000	1	98,880	1	101,846	1	104,902
Data Engineer		0	-	0	-	1	84,000	1	86,520	1	89,116
Product Owner		0	-	0	-	1	120,000	1	123,600	1	127,308
Security (outsorce)		1	42,000	1	42,000	1	42,000	1	42,000	1	42,000
OB (outsorce)		1	42,000	1	42,000	1	42,000	1	42,000	1	42,000
CS (outsorce)		1	42,000	1	42,000	1	42,000	1	42,000	1	42,000
Total Beban Gaji			1,329,600		2,310,096		2,831,617		2,910,629		2,992,008
THR			100,300		169,508		186,143		191,728		197,479
Bonus			200,600		394,016		462,936		476,825		491,129
BPJS Kesehatan			60,180		81,364		89,349		92,029		94,790
BPJS Ketenaga Kerjaan			119,036		140,149		153,903		158,520		163,276
Recruitment			21,600		24,200		26,400		28,600		30,800
Training			30,000		39,000		42,000		45,000		51,000
Grand Total		16	1,861,316	27	3,158,333	30	3,792,348	30	3,903,331	30	4,020,482

Table 7. HR Cost

Description	Tahun				
	1	2	3	4	5
Human Resource					
Beban Gaji Kantor	707,400,000	1,476,096,000	1,540,056,000	1,603,776,000	1,644,696,000
Beban Gaji IT	486,000,000	780,000,000	1,267,080,000	1,312,416,000	1,351,788,000
Beban Gaji Outsourcing	126,000,000	129,780,000	133,680,000	137,676,000	141,804,000
Beban BPJS Kesehatan	60,180,000	112,800,000	134,352,000	139,632,000	149,820,000
Beban BPJS Ketenagakerjaan	119,040,000	223,128,000	265,764,000	276,192,000	296,352,000
Beban Rekrutment	21,600,000	24,000,000	26,400,000	28,800,000	31,200,000
Beban Training	30,000,000	36,000,000	42,000,000	48,000,000	54,000,000
Beban Bonus	200,600,000	376,016,000	467,856,000	486,032,000	499,413,000
Beban THR	96,900,000	188,008,000	223,928,000	232,716,000	249,707,000
Sub Total Biaya Human Resource	1,847,720,000	3,345,828,000	4,101,116,000	4,265,240,000	4,418,780,000

CONCLUSION

LogisMe is a material handling services company which embraces technology and innovation as company culture. The company as a startup struggling to builds work life balance for its employees. With the help of digital technologies e.g. virtual office and Employee Self-Services (ESS), LogisMe surely tends to lead the competitive advantages among the business services. As an early-stage startup company, LogisMe prioritizes lean and efficient operations, necessitating a streamlined human resource function to minimize costs. This entails meticulous planning for staffing requirements and associated expenditures over the next five years. By aligning human capital allocation with short, medium, and long-term business objectives, LogisMe aims to optimize workforce utilization and financial resources.

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