

Understanding How Human Resource Management Functions With No HR Department: A Case Study of Cretivox

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Abstract

Managing human resources in a company is essential for business growth. The absence of a Human Resource (HR) department has become a challenge for the business industry that relies heavily on human resources, such as creative industry. Cretivox Broadcasting Network as a digital media company shows significant growth in the past years without having any HR department in its structure. Questions emerge of how the company practices the Human Resource Management (HRM) functions and the employee experiences towards the practices. This research is written to provide an overview of the HRM functions practices in a company without an HR department and recommendations for future practices. The research data are gathered from interviews, observations, and literature studies. The interview respondents are 6 representatives of the company that have different backgrounds and job positions. The data analyzation process utilizes the narrative research method and is validated by using the triangulation method. The result shows that the company without an HR department can practice all of the HRM functions but it is not optimal yet. Acquiring, attending labor relations, health and safety, and fairness concerns functions are almost optimally implemented, while the training, appraising, and compensating need a lot of improvements. Based on this research, a company without an HR department can implement HRM functions optimally by learning and improving the lacking functions. In the future, as the employee numbers grow, the company could consider adding an HR department to its structure.

Keywords: Human Resource, Human Resource Management Function, Creative Industry.

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I. INTRODUCTION

1.1 Research Background

The world changes with the passage of time. As the time goes by, the economy, nature, and the competition level will also change. It pushes jobs and organizations to also change (Schuler, 2011). To be able to keep up with the changes, innovations and new findings are needed. The needs have pushed a number of entrepreneurs to create new businesses.

The increasing number of the businesses align with the increasing number of new industries and business sectors. Among those newborn industries, there is one industry which happens to be unique compared to the others. The industry mentioned is the creative industry. While the other conventional industries focus on certain aspects such as raw materials, supply chain, form of logistics, and locations which tend to be limited, the creative industries depend on the human intellect, a type of virtually unlimited resources (Azis *et al.*, 2017).

Creative industries rely on the intellectual property of the people. According to the UK DCMS Task Force, creative industries are possessed as a manufacturer which emphasizes the basis in individual skill and talent, individual creativity, and which have the prosperity for wealth through job creation among generations while exploiting the content and intellectual property (Nurjanah, 2013). These intellectual knowledges are the “heart” of creative industries. Enacting individual intellect as the core of the business is a thing that differs these industries compared to the others.

Creative industries emerged initially in Europe. It has produced several effects such as creating 8.3 million jobs, stimulating investment, and becoming the 4.5% of the world gross domestic product (GDP). In European countries, creative industries play a significant role, especially in Great Britain as one of the creative industry origin countries by having the industry growth up to 9%. The rapid development of creative industries spread among the globe indicated by the existing number of 180 creative cities in 72 countries (Dronyuk, Moiseienko and Jan, 2019).

Indonesia first encountered the term “creative industries” publicly in 2005 (Azis *et al.*, 2017). Nowadays, Creative industries in Indonesia are classified in 14 sub-sectors. Referring to *Klasifikasi Buku Lapangan Usaha Indonesia* (KBLI) 2005, the Indonesian creative industries can be categorized as advertising, architecture, art market, craft, design, fashion, film; video; and photography, interactive game, music,

performance art, publish and print, computer and software, radio and television, and research and development. These sectors are growing in Indonesia boosted by the government actions. One of the sectors which developed significantly is the first sub-sector: advertising.

Rapid technological changes have impacted the advertising sector. A number of advertisers have shifted their business model including the platforms following the trend of technology. One of the platforms that has a significant growth in Indonesia is Youtube. According to Statista (2021), in the third quarter of 2020, Youtube was the most used social network in Indonesia with 94% penetration rate. The availability and feasibility of the market attract people to establish their business in the industry. One of the Indonesian media companies that optimize Youtube as one of their main platforms is Cretivox.

Cretivox Broadcasting Network is a full-service modern entertainment and digital media company. This independent startup company is based in Jakarta. Cretivox was founded and established by Lukman Benjamin M., Caesar Sriyono, and Bob Jade Tjugiarto in early 2019. The company runs in the marketing and advertising industrial sector that specializes in creative media, advertising, and digital marketing which are included in the creative industries.

According to Cretivox linkedin profile, they focus their content to fulfill the needs of the new generation of audience, which are Gen-Z and Millennials. Gen-Z tend to have a global mindset involving diversity, human connection, and relationship due to the ease of internet access, whereas the millennials (Gen-Y) are ambitious, curious, and technology adept (Gervasi & King, 2016; Tulgan, 2013). Cretivox believes that their market generations see conventional advertising as outdated. Thereby, the company offers services that are modern and digital based.

As a media company, Cretivox's main services are delivered in a form of content. There are three types of services that Cretivox is currently running, which are publishing, production, and advertisement (Cretivox, n.d). For publishing services, the company utilizes three main platforms, which are Youtube, Instagram, and Tiktok. For the production, Cretivox offers commercials, in-house content, and development services. While for the advertisement, Cretivox offers brand placement and social media campaign services.

Past years have been significant years for Cretivox. The company achieved decent growth on their online platforms. Their Youtube channel named Cretivox shows a positive trend in terms of subscriber and video views. According to Socialblade (2021), their Youtube channel subscriber has grown by 122% compared to the Q4 of 2020. Their content views number has been increasing as well by 191% compared to the Q4 of 2020. These trends indicate the rapidness of digital media growth and has to be aligned with the company's internal management.



Figure 1 Cretivox Subscriber Growth

Cretivox establishes their company structure by dividing it into several divisions or departments. There are 7 divisions that currently exist in the company. The existing divisions in the company are production, marketing, communication, fullstack developer, finance, creative, and operations. Each division has its own

specific tasks and number of employees.

A preliminary unstructured interview with the Cretivox's Operation Manager provided insights that there are currently 33 employees in the company. This number includes the internships. The employees are mostly in their early adulthoods which is about the age of 20s. The relation between employees in Cretivox is leaning toward natural and organic interaction based on an observation from one of their videos titled "PENAMPAKAN KANTOR CRETIVOX, KOK CANGGIH? | OFFICE TOUR and QNA ft. BARDI SMARTHOME" in Youtube.



Figure 2 Cretivox Office Tour Video. Source Youtube

Organic organizational structure in Cretivox allows its employees to have more natural horizontal communications and interactions. This type of structure is decentralized and suits the creative businesses (Hunsaker, 2021). Their structure creates a job enigma in which some specific tasks of a division are being done by the other division. For example, the employee compensation task is being done by the operation and finance manager which should have been done by the human resource division in the common structural type of organization. It is because of the non-existence of the human resource division in Cretivox. It creates an interesting topic of "how are the human resource management functions being done in the company?".

1.2 Problem Statement

Human resources are crucial in the business environment, especially in the current digitalization era. The current intense situation of competition makes several scholars agree that optimizing the potential of human resources is important to organizational effectiveness and performance in the current global market (Ekuma, 2015). Humans have the ability to adapt which is very much needed in the current world whereas changes happen frequently. For the industries who are depending on their people assets, human resource functions can be considered as important aspects.

Creative industries rely heavily on the intellect of their human resources. The economic activities collection that has connections with the creation or the usage of knowledge and information can be classified as creative industries (Hesmondhalgh, 2002). Knowledge and information depend on the people of the company and how the company manages those resources. Thus, human resource functions are essential for the creative industries.

Human Resource (HR) functions can help businesses to optimize their people's potential. All of the human resources roles and activities in organizations in pursuing the strategic objectives of the organization whereas enhancing organizational capacity as their main objective are involved in the HR functions (Holbeche, 2009). A number of studies such as the research about HR functions of the 21st century (Ekuma, 2015) and the role of HRM in creative industries research (Raharja, 2018) argued that HR functions are necessary, especially for creative industries whereas human intellect involves a lot. HR functions include employment, training and development, career planning, assessing performance, compensation, managing human resource, and a number of other people-related tasks. These activities are commonly found in the human resource department of a company.

Human resource department is an organizational structure that has the responsibility in managing the company's employees (Heathfield, 2020). Companies create an HR department to expect that the department implements the human resource strategies designed by the HR functions (Tsui, 1987). Therefore, The HR department is essential in the implementation of the HR functions. However, there are a number of companies that do not have Human Resource as a structure in their organization. This phenomenon creates an interesting discussion about

the implementation of human resource functions in those companies without an HR department.

Since the creation of Cretivox Broadcasting Network in 2019, the company runs their business without any human resource department in it. Their HR functions are being done by the non-HR department. Based on an interview with the Operation Manager of the company on the 14th of September 2021, the company has done several human resource functions as an effort to manage their people such as recruitment process, weekly training, reward and wages, performance review, and employment documents. However, those functions are being done by multiple divisions in the company rather than a HR department.

Theoretically, the absence of appropriate HR management strategy support will result in a nonoptimal business growth performance (Raharja, 2018). It is believed that poor management in people resources weakens the organization effectiveness (Bakke, 1958). Thus, understanding the HR functions implementation without the existence of the HR department is important, especially in creative industries which rely on their people assets. This study contributes in assessing the HR functions in a modern company, specifically in Cretivox to understand the HR functions implementation without an HR department and provide recommendation HR model to the company. Furthermore, this study may be beneficial for other companies which have similarity with Cretivox that wanted to assess their internal HR function implementation and may adapt the given HR function implementation model.

1.3 Research Question

The model of the company or organization determines its structure and required functions. In the Cretivox case as a modern digital media company, they adapt an organization structure without a Human Resource (HR) department as a functional structure. Instead, Cretivox executes HR functions in an abstract management form that are assigned implicitly to several managerial positions. This research intended to seek several answers toward:

1. What Human Resource Management (HRM) functions have been practiced at Cretivox (and what have not), how are they practiced, and who have been involved in such practice(s)?
2. How do the employees experience those human resource management functions in Cretivox, without the existence of an HR department?

1.4 Research Objective

This study toward HR functions in Cretivox has several objectives to achieve. Those are:

1. To understand the current HRM functions implementation in Cretivox
2. To provide a suitable HRM functions model for Cretivox

1.5 Scope and Limitations

1. This study will be focused on the Cretivox case, specifically in the human resource aspect. It might not be fully relevant to the other companies.
2. The time period of data collection would be in the fourth quarter of 2021 and the first and second quarter of 2022. Further changes in the company may create different results compared to this research.
3. Due to its exploratory and qualitative approach, it creates limitations toward the perfect measurement of the data which may need a number of quantifiable data.

II. Literature Review

2.1 Human Resource Management

Human Resource Management (HRM) originated from human-centered study. It focuses on the culture as the determinant of the structure inside the company which its original realm is based on sociology and psychology (Dang *et al.*, 2018). It first appeared in the US at 1950s. Before the term Human Resource Management (HRM) existed, there have been several concepts regarding the Human Resource Management (HRM). The initial concept used in ancient eras was manpower planning (Aslam *et al.*, 2014). Subsequently, the changes that happened worldwide had shifted the manpower planning concept into personal management. As the time goes by, the term personal management has shifted to Human Resource Management (HRM) that is commonly used in nowadays era.

According to Marciano (1995), the term Human Resource (HR) and Human Resource Management (HRM) are still rarely appearing until 1970s. Nonetheless, the Human Resource concept have been a familiar term in management sectors, such as appearing in Miles' article in 1965, Pyle's discussion in 1970, and The American Management Association's (AMA) writing for senior managers titled *Innovative Human Resource Management* written by R. L. Desatnick in 1972. Yet, these concepts still used the term personnel management.

The term Human Resource Management (HRM) became a widespread more familiar term in the business world during the middle to late 1970s. This period shifted the term personnel management into human resource management. As defined by Peterson and Tracy (1979), Human resource management, also known as personnel and industrial relations, refers to the activities within a company that deal with recruiting, selecting, evaluating, rewarding, and developing employees (including managers), as well as bargaining with labor unions. This statement implied a similarity between personnel management and human resource management.

The late 1980s marked the development of Human Resource Management (HRM) concept. The 1980s period focusing on re-theorizing the concept. The most influential theory during the era proposed by Beer, Spector, Lawrence, Mills, and Walton (1984) which defined the Human Resource Management as the integration of viewpoints from organizational behavior/development, labor relations, and personnel administration. The term then proceeded to develop rapidly and has been modernize with the similar term called human capital (Aslam *et al.*, 2014). The brief view of Human Resource Management term evolution can be seen in the following table.

Table 1 Human Resource Term Evolution. Source Aslam et al. (2014)

Decade	Business Realities	HR Term	Issues
<1900	Small Business, Guilds	-	Owners owned the HR issues
1900	Industrial Revolution	Labor Relations	People as interchangeable parts
1920	Civil Service, WW I	Industrial Relations	Workers' rights and more formalized processes
1940	Scientific Management, WW II	Personnel Administration	Efficiency experts and more highly evolved HR processes
1960	Civil Rights and Compliance	Personnel Management	Legal compliance and reporting; "policy police"
1980	Human Relations, Knowledge/ Service Economy, Mergers and Acquisitions	Human Resource Management, People Management	Relevance in a fast-changing world; motivation and "human relations" theories abound
2000	Modern Organizations	Human Capital Organization Effectiveness Organizational Capability	No new official names, but morphs the part which define the transformational and outsource the transactional

The table showed the development of the term Human Resource Management (HRM) throughout the decades. The modern term of Human Capital is considered to only be a morphing form of the original Human Resource Management, which does not leave its core concept (Aslam *et al.*, 2014). A number of researchers then proceed to develop the concept and HRM has become a systematic concept in the current business environment.

Human Resource Management has now become a common term in many companies. The term Human Resource Management (HRM) can be defined as a set of activities and processes that involves employees in terms of acquiring, training and development, appraising, doing the compensations, attending to their labor relations, health and safety, and fairness aspects in a company (Dessler, 2020). HRM is also believed to consist of several firm's activities including recruiting, selecting, appraising, rewarding, and developing employees as well as negotiating with labor unions (Peterson and Tracy, 1979). As a concept, HRM can be seen as having 3 focuses, which are human focus, resource focus, and management focus (Wilkinson *et al.*, 2020). These theories become the basis of the HRM functions.

2.2 Human Resource Management Function

Understanding the function of management first is useful before jumping into a more detailed Human Resource Management Function. There have been multiple past theories about the functions of management. According to McDonald (2010), there are four commonly found functions of management, which include planning, organizing, leading, and controlling. While there is also a theory that argue about those four functions of management are planning, organizing, motivating, and control (Siagian, 1992). Then, it is believed that the past theories generate a newer concept which happen to have 5 management functions (Dessler, 2020). Those are planning, organizing, staffing, leading, controlling. According to that, the following is the detailed function of each management function:

- **Planning:** Planning includes generating goals and standards, developing regulations, and develop future plan and forecast. It can be defined as the thought process that is projected in the future in order to achieve goals (Siagian, 1992).
- **Organizing:** It involves assigning tasks, establishing departments, delegating authorities, establishing the channels, and coordinating the works. It consists of a number of activities that are related to the resource allocation that assist the goals and plans developed in the planning function to be achieved (Leung, J., & Kleiner, 2004).
- **Staffing:** This function is highly related to people in a company or organization. It involves hiring

process, recruiting potential candidates, selecting human resource, setting performance standards, evaluating and compensating workforces, training and development, and counseling employees (Dessler, 2020).

- **Leading:** The activities involved are making sure that subordinates are getting their job finished, boosting employees' morale, and providing workplace motivation. Motivating employees can encourage subordinates to willingly striving for the best at their tasks to achieve the initial goals (Sumadi and Ma'ruf, 2020). Leading is also commonly considered to be associated with creating shared vision which is important in maintaining the direction of organizational activities (Schraeder *et al.*, 2014).
- **Controlling:** While the functions run, overseeing or controlling them is highly important. It involves several activities, such as setting tasks standards, checking the actual work with the given standards, and taking corrective action in order to assist the functions to stay on their initial paths. In short, control is measuring and improving the employees' works to achieve targets and goals that have been created earlier (Sumadi and Ma'ruf, 2020).

From the management functions above, the human resource aspect in an organization is fully concentrated in the third function, which is the 'staffing'. The staffing management function inside a company or an organization is also familiar with the name personnel management or Human Resource Management (HRM) function (Dessler, 2020). The staffing management function in details, can be seen as follow:

Staffing in the HR process is highly related to people-based activities. It involves hiring requirements, recruiting and selecting prospective candidates, setting performance standards, evaluating, appraising, compensating, counseling, training and developing employees (Dessler, 2020). Proper workforce planning is needed to execute staffing activities properly due to one of its contributions, which is better insight into the profile of current staff (Marchington *et al.*, 2021). Donovan (2019) argued in his theory that HR staffing process includes several activities as follow:

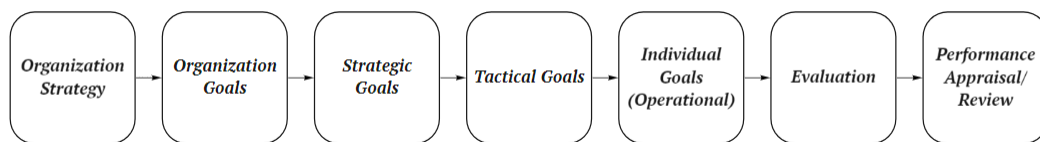


Figure 3 HR Staffing Activities

The staffing management function or also known as the Human Resource Management (HRM) function has several perspectives toward past researches. The Human Resource Management (HRM) function has been identified as primarily ceremonial, serving as an embodiment of desirable social values within the organization, such as social justice, employee welfare, and industrial democracy (Trice, Belasco and Alutto, 1969). Cheatele (2001) believed that the Human Resource Management (HRM) functions are reactive to recent staffing needs, yet also useful in rearranging the goals and objectives of an organization. In accordance with the staffing needs, HRM function has several aspects inside.

There have been a number of theories that provide the functions included inside the Human Resource Management. Albrecht (2015) argues that HRM functions and practices has 4 core functions, which are selection, socialization, performance management, and training. Patrick (2019) wrote on his journal that there are 5 main functions of HRM, which are recruitment, safety of workplace, employment relationships, organizational compensation and compliance, legislation and administration, and also training.

Another recent theory believed that there are four core functions of the Human Resource Management (HRM). According to Dessler (2020) on his book titled 'Human Resource Management-Pearson' stated that the four main functions are:

1. Acquiring
2. Training
3. Appraising and Compensating
4. Attending labor relations, health and safety, and fairness concerns

Inside the functions, there are several processes and activities, which are conducting job analyses, planning labor needs and recruiting job candidates, selecting job candidates, orienting and training new employees, managing wages and salaries, providing incentives and benefits, appraising performance, communicating, training employees and developing managers, and also building employee relations and engagement. Those four functions become the basis of Human Resource Management practice in a company.

2.2.1 Acquiring

Acquiring function inside the Human Resource Management (HRM) function can also be defined as recruiting the right people for the right work (Patrick and Mazhar, 2019). An organization requires people to do the tasks and finish the work (University of Minnesota, 2016). It can be stated that the given task or work in an organization is capable to be done at its best by the right people. Therefore, acquiring function in the HRM is an essential aspect in the process.

Acquiring function involves the entire process starting from projecting the perfect candidates until the workforces officially join the company or organization. According to Lussier and Hendon on their book titled 'Human Resource Management: Functions, Applications, and Skill Development' which has been published in 2018, there are three processes of acquiring as the first function in Human Resource Management (HRM). Those are workforce planning, recruiting job candidates, and selecting new employees (Lussier and Hendon, 2018).

2.2.1.1 Workforce Planning

Workforce planning can be defined as the process of determining which roles the business will need to fill and how they will be filled (Dessler, 2020). Berrada (2020) defined the workforce planning as an HR technique that involves planning, implementing, and regulating policies and procedures intended at minimizing, both quantitatively (in terms of personnel) and qualitatively (in terms of skills) of the gaps between the company's demands and resources in advance. In brief, workforce planning can also be understood as the process of analyzing an organization's or individual's future human resource needs, such as what types of skills will be required for future jobs versus future manpower abilities and constructing human resource policies and practices to address potential problems, such as utilizing training courses to avoid skill shortages (Cheatle and Pettinger, 2001). This process can be considered as the initial step of the Human Resource Management (HRM) function.

There are several activities inside the workforce planning. Based on the Lussier (2018) theory, there are three steps in workforce planning. Those steps are job analysis, job design, and employment forecasting. The details of each step are as the following:

- **Job analysis:** Job analysis is the process of identifying the work performed and the working circumstances for each of our organizations' roles. This process analyzes a part of the workflow and generate outputs such as duties, responsibilities, skills, knowledge required, outcomes, operating condition, and others. Job analysis will have two outcomes from the process, which are job description and job specification.
 - **Job Description:** The overview of the major tasks, duties, and responsibilities which are related to a specific job.
 - **Job Specification:** A set of criteria for a person that is suitable to perform the job which has been detailed in the job description.
- **Job design:** A common term for the method of deciding which duties each employee is accountable for accomplishing as well as how those activities will be completed. It affects other aspects in HRM, such as job productivity and satisfactory. Job design can also be redesign by readjusting the task or the method of an existing job.
- **Employment forecasting:** Forecasting is believed to be the core ability in order to seek the future employment needs for a company. Employment forecasting is a process of determining the projected supply and demand for the various types of human resources in the company over some future time, based on an examination of historical and present demand.

2.2.1.2 Recruiting Job Candidates

After doing the workforce planning by completing the job analysis, job design, and forecasting, the organization or company needs to recruit the right candidates in terms of number and type of people to fill the available job pool (Lussier and Hendon, 2018). This process can be considered as one of the most foundational activities of the Human Resource group (Point, 2015). A previous study argued that surprisingly, recruitment has gained less attention in the scope of Human Resource Management (HRM) given that this process is crucial for a company or an organization (Marchington *et al.*, 2021).

Recruitment can be identified as the process of assembling a sufficient pool of competent candidates for a job opportunity (Lussier and Hendon, 2018). Recruitment can also be defined as identifying possible candidates for current or projected organizational openings. Alternatively, it is a connecting activity, bringing together individuals who have positions to fill and others who are looking for work (Cheatle and Pettinger, 2001). Dessler (2019) defined recruitment as the process of finding and attract candidates for the available employer's roles.

This process requires a number of action steps to be performed.

Based on Cheatele's (2001) research, there are 5 main steps for the recruitment process. The stages that have to be passed for recruitment process are as follow:

1. Personnel department receives request from a company's department to open a recruitment. The request may contain position details, number of persons, list of duties, expected criteria, and specific terms for the candidates.
2. Identifying and developing sources for the needed number and kind of employees.
3. Discovering prospective employees who possess the necessary attributes.
4. Designing ways to attract the ideal applicants.
5. Assessing the success of the recruitment process.

2.2.1.3 Selecting New Employees

Selection can be defined as the process of selecting the best-qualified candidate for a specific position (Lussier and Hendon, 2018). Cheatele (2001) identified the term selection as the process of selecting eligible employees who are available to fill vacancies in an organization. Donovan (2019) argued that selection is basically choosing the right person from the applicant pool. In short, selection is choosing the best person for the available job.

Selection process involve several steps in its concept. Cheatele (2001) on his writing titled "Introduction to Human Resource Management" describe the selection process as having 10 steps. The steps can be seen in the following figure.

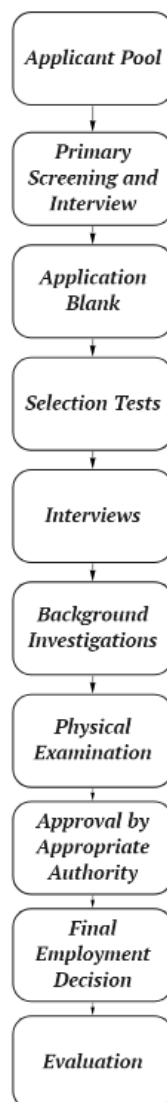


Figure 4 Selection Process. Adapted from Cheatele (2001)

Each of the step consist of unique activity. The details are as follow:

- Application pool: The pool has been emerged after the recruitment process. This process has to attract good applicants as much as possible.
- Primary screening and interview: A sorting process in which potential applicants are informed about the nature of the job and the organization.
- Application blank: Historically commonly regarded method of gathering information from a potential candidate in order for management to make an informed decision
- Selection tests: Complete the information on the application forms Such forms may provide accurate information about candidates.
- Interviews: A technique aimed to elicit information from a person and assess his suitability for the job being considered based on the applicant's spoken replies to the interviewer's oral enquiries.
- Background investigations: Contacting prior employers to check the candidate's work history and gain their assessment of his or her performance/contacting additional job-related and personal references, and validating the educational achievements listed on the application.
- Physical examination: Reveal the individual's physical qualities that are important from the aspect of his efficient execution of the work he may enter or of the positions to which he may reasonably anticipate to be moved or promoted.
- Approval by appropriate authority: The selection committee or personnel department recommends acceptable applicants for selection.
- Final employment decision: Offers employment in the form of an appointment letter stating the position, rank, salary grade, the date by which the candidate should start, and other employment terms and conditions.
- Evaluation: A period audit will be undertaken by a specific party to assess the success of the selection process.

2.2.2 Training

The term training can be defined as the process of learning for employees’ in acquiring the skills and competencies needed to perform tasks and jobs (Lussier and Hendon, 2018). The Training function is also known as the term Training and Development (T&D). It can also be defined as the learning of vocational or practical skills and knowledge that is related to the specific competencies which resulting in the acquisition of new knowledge, skills, and also competencies (Cheatle and Pettinger, 2001).

A number of theories believe that there are several processes included in the training function of Human Resource Management (HRM). The overview of multiple theories has been summarized in a concept by Lussier and Hendon (2018). The processes can be seen as follow:

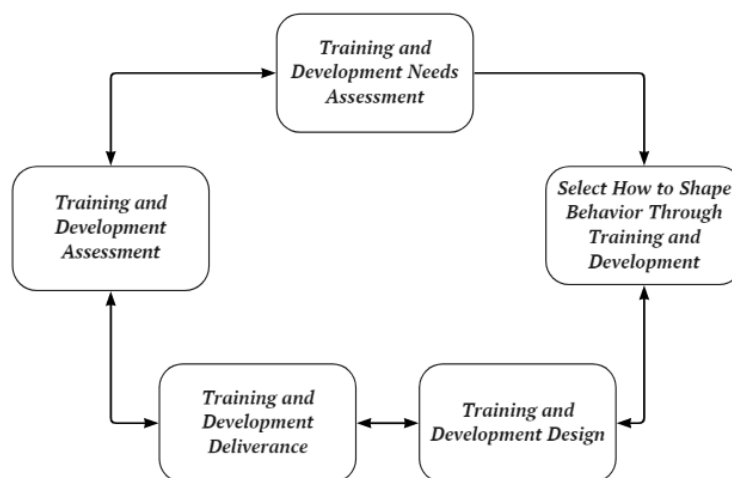


Figure 5 Training and Development Process. Adapted from Lussier and Hendon (2018)

The above figure shows that the training and development function has five main processes. Each of the process can be described as:

- Training and Development Needs Assessment: Conducting needs assessment to determine which necessary training that is required to be implemented.

- Select How to Shape Behavior Through Training and Development: Determining the perfect method with the basis of learning theories to shape employee behavior to improve performance.
- Training and Development Design: Create a training and development design referring to the needs assessment. Training method design is crucial in the training function process.
- Training and Development Deliverance: This process include the delivery method of the training and also the deliverance process. It is the implementation of the design that has been created earlier.
- Training and Development Assessment: The last step would be the assessment. After completing the training process, the effectiveness of the training result can be seen by conducting the assessment. The success of the training can be seen by the result of behavior shaping.

The implementation of the training function may vary depending on the method or program used. The learning process has many forms, it can be formal or informal, internal or external to the company or organization, individual or organization led, and even the combination of multiple forms (Donovan, 2019). In more detail, Dessler (2020) wrote on his book that there are a couple of training programs that can be implemented. Those programs are:

- On-the-job training
- Apprenticeship training
- Informal learning
- Job instruction training
- Lectures
- Programmed learning
- Behavior modelling
- Audiovisual-based training
- Vestibule training
- Electronic performance support system (EPSS)
- Videoconferencing
- Computer-based training
- Online training
- Off-the-job training

Training and Development has grown to become an advanced system that provides beneficiaries to social, organizational, group, and individuals (Ferreira, 2016). The Training and Development function is useful to maintain the employees' capabilities in their job performance regarding the standards and even better than that (Cheatle and Pettinger, 2001). A number of previous studies have pointed out that Training and Development has a noticeable result in the organizational performance, such as in productivity, profit, safety, as well as the reduced number of mistakes.

2.2.3 Appraising and Compensating

The function of appraising and compensating can be classified to be included in the performance management concept. Performance Management is a continual activity that aims to define expectations of both the company and personnel while building an understanding of the things to be achieved and the methods (Donovan, 2019). The performance management consist of performance appraisal and continued with the compensation regarding the appraisal results.

2.2.3.1 Appraising

The performance appraisal can be defined as the process of evaluating an employee's performance in specific time period regarding to his or her standard of performance given (Dessler, 2020). The word "appraisal" is commonly replaced in several organizations, such as with the word "review", "analysis", and even "assessment" (Donovan, 2019). Another theory argue that performance appraisal or performance evaluation can be referred to the organizational methods in assessing an employees' level of performance in an organization (Van Dijk and Schodl, 2015). The different terms of appraisal have a similarity in term of context among them, which is about employee's performance evaluation.

2.2.3.2 Compensating

Compensation can be translated into the accumulation of an employee's or worker's pay and beneficiaries he or she gets in return of his or her work (Lussier and Hendon, 2018). Patnaik (2012) argued that compensation is a structured approach to give monetary value to employees in trade for the work performed. It can be defined that compensation is the reward for the employee's performance. This aspect is quite crucial for the employee and

has a significant impact.

A survey that was conducted by Payscale shows a result of which 57% of the survey taker agreed that compensation is becoming more essential for the executives and contains strategic value for the organization (Lussier and Hendon, 2018). It is due to the theories and practices that believed that compensation plays a significant role in an organization. Compensation can benefit the employees by helping in motivation and improving organizational experience (Patnaik and Padhi, 2012). The effect is depending on the compensation types.

Each type of compensation has its own function to the employee. According to Lussier (2018), there are four basic parts inside the compensation cycle, which are:

- **Base Pay:** It is typically hourly wage or salary that is flat rate. It is believed to be the most important aspect of the compensation program. Wages are paid with the basis of working hour, while salaries are paid based on time (e.g. a week, a month, etc.).
- **Wage and Salary Add-on:** The additional preservative due to a specific occasion, such as overtime pay, shift differential, premium pay for working in holidays, and others.
- **Incentive Pay:** It is also known as the variable pay, which familiar with the term pay for performance. The use of pay for performance instead time or hours worked is because of the ability of the employer to transfer risk from the organization to the individual employee.
- **Benefits:** Some kind of indirect compensation that gives a certain type of values to the employee. It usually cost quite expensive with the composition of up to 35% of total employee compensation.

2.2.4 Attending Labor Relations, Health and Safety, and Fairness Concerns

In the world of Human Resource Management (HRM), employee relations can be considered to be one of the most important aspects. The responsibilities of owners, managers, and employees interact to form an employment relationship that is based on power dynamics and in which the goals of the various stakeholders to the relationship may vary (Marchington *et al.*, 2021). This may create potential issues between the employer and employees. In accordance with that, employee relations are nurtured inside a company.

The phrases "employee" and "employment relations" are sometimes used interchangeably with "industrial relations" (Dundon and Rollinson, 2011). But in fact, employee relations term is much wider than the industrial relations. Employee relations can be defined as the organizational methods used to deal with employees and may affect individually, collectively, or even trade union (Donovan, 2019). Dessler (2019) defines employee relations as the managerial activity that consist of several process including developing and manage positive employee relationships with employer that would lead to work satisfactory, motivation, productivity, discipline, morale, and preserve the positive work environment.

Inside the positive work environment, employees' concerns are also necessary to be considered. Employee's health and safety at work is also part of the Human Resource Management (HRM) function's responsibility. Even though the health and safety are mostly classified as a legal requirement, they can have also have a part toward the good business sense (Donovan, 2019). Conducting practices that can make injuries or affecting an employee's health negatively can result in decreased productivity and may generate higher turnover result.

Employers and supervisors held the responsibility to create a safety workplace environment. There has been a previous study that provides a culture of which creating a safety workplace. According to Dessler (2019), a workplace with a safety-oriented culture consists of:

1. Teamwork between management and employees that involve safeness.
2. Highly interactive and visible communication and cooperation on safety matters.
3. Having a shared vision of safety excellence.
4. Conduct assignments toward critical safety functions to specific teams or individuals.
5. A continuous effort of analyzing and correcting safety problems and hazards in workplace.
6. Encourage every party to report incidents.

The Human Resource Management has its functions to ensure the accomplishment of Human Resource Management (HRM) objectives. Human Resource Management (HRM) function has an important objective to ensure the readiness and preparation of the workforces for an organization which include three main objectives (Patrick and Mazhar, 2019). Those objectives are:

- **Individual Objective:** Keeping up Employees' individual goals to enable them to achieve their own goals, at least to the extent that these goals improve the person's commitment to the organization.

- Functional Objective: Addressing the issues by the organization in order to maintain the division's dedication in a satisfactory measure. When human asset management is all around cutting edge to address organizational issues, resources are squandered.
- Societal Objective: Being ethically and socially responsible for society's needs and challenges, while limiting the negative impact of such demands on the organization's ability to use its resources for the good of society, can inspire containment.

Out of all of the Human Resource Management (HRM) theories written above, it can be judged that there is no one specific right concept. The HRM theories are classified as art in which each of the unique theory matters. A number of HRM model has existed with their own different practices depending on the organization characteristics, often only linked to the HRM core concept in a few aspects (Ryan, 1998). In short, there are no universal HRM characteristics.

2.3 Human Resource Department in an Organization

In the process, Human Resource Functions (HRM) implementation needs actors or executors to do it. The HR department is expected to implement the corporate HR function (Tsui, 1987). In his research, Tsui found out that the HR department is needed by the employees to deal with operational, short-term, and personal human resource needs. The symbolic action of the HR department is to deal with the important component of the company, which is the human resource and maintain the critical of HRM practices while concerning the organizational strategies (Galang and Ferris, 1997).

2.4 Research Framework

Based on previous study and theories, this research visualizes a framework to assess the HRM function implementation in a specific company which does not have the HR department. By referring to Dessler (2020), Donovan (2019), and Lussier (2018) as the theoretical basis, this research framework can be seen as follow:

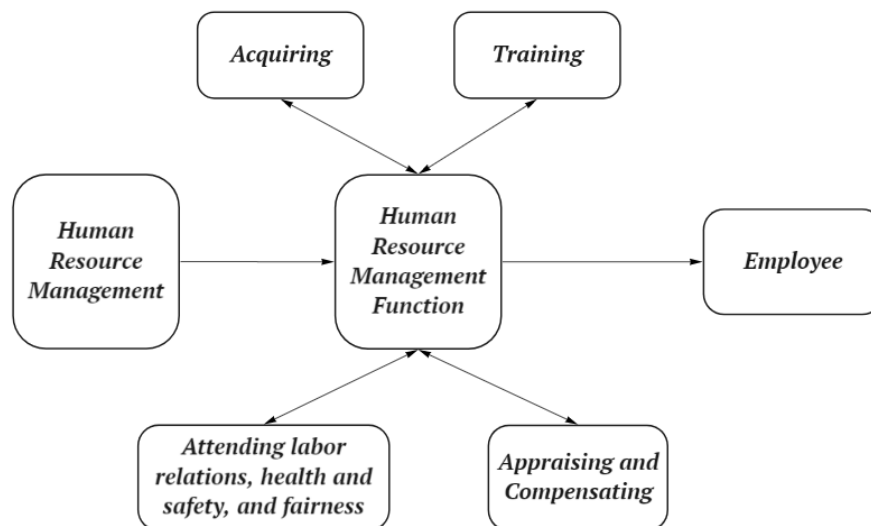


Figure 6 Research Framework

III. METHODOLOGY

3.1 Research Object

This research focuses on the human resource aspect and it would suit an industry in which human resources become the main asset in its process. One of the industries that suits the criteria is the creative industry where it depends on the human intellect (Azis *et al.*, 2017). Creative industries have several sub-sectors and media companies are included in one of them. According to the research topic, a quick-growth modern media company without an HR department, will suit these criteria. Therefore, Cretivox became the object of this research.

Cretivox as a media company does not have any Human Resource (HR) department in its structure. Currently, there are 33 employees without the supervisor of the HR department. Some of the HRM functions are being done by the operation manager. According to its website, the existing divisions are production, marketing, communication, fullstack developer, finance, creative, and operation (Cretivox, n.d).

3.2 Research Design

This research uses a qualitative approach to understand the HRM function implementation. Qualitative approach nowadays has become more popular and more prominent in bringing the scientific researches in many aspects of sciences and studies. In order to attain reliable and valid data which will lead to a reasonable solution, a research design concept from Megel & Heermann (1993) is used.

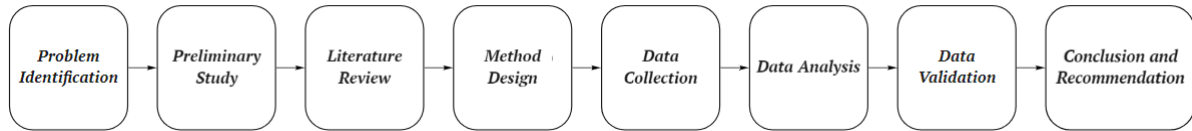


Figure 7 Research Design

3.2.1 Problem Identification

Problem identification is placed in the initial process to understand the phenomenon in the research context. Theories believed that the HR department is in charge for the implementation of the HRM function. In reality, there are still running companies without any HR department in its structure. This gap phenomenon has become the problem of this research.

3.2.2 Preliminary Study

In the pre-research process, researcher conduct a preliminary study about HRM function and the research object, Cretivox. The HRM theories are gained through books and journals. While for the Cretivox, researcher uses direct observation using familiarization study. Familiarization study is the first step in generating data as an iterative process using grounded research (Whiteley and Whiteley, 2006). Researcher takes part as an intern in the company to understand the environment earlier.

3.2.3 Literature Review

The literature review process is taken by studying books, literatures, and related websites. It is required to provide understanding into the research variables and topic. Conducting this crucial process can provide several benefits, such as providing general overview, reveal past works, give new ideas, help to determine the flaws and problems, and enable larger context for the research position (Knopf, 2006).

3.2.4 Method Design

This research uses a qualitative approach as its main basis. Qualitative research is a process of understanding in exploring a social or human issue (Creswell, 2007). In this qualitative research, researcher uses several data collection methods. The methods can be seen in the following figure:

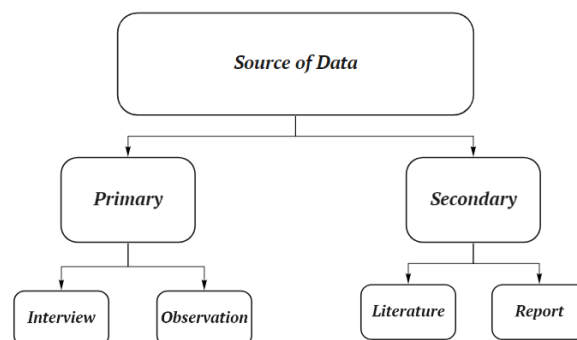


Figure 8 Method Design

3.2.5 Data Collection

In the process, the interview method is used. Research interview is an important qualitative data method that has been used in wide field of studies (Qu and Dumay, 2011). Semi-structured interview method is used by combining existing theories and researcher curiosity. It is often used to delve deeply and understand a topic through the provided answers (Harell and Bradley, 2010). In designing the interview question, the types are referring to Kvale (1996). The model provides interview question guidelines which can be seen as the following:

Table 2 Interview Question Model

No	Type of questions	Purpose of questions
1	Introducing questions	To start the interview
2	Follow-up questions	To direct flow based on the interviewees answer
3	Probing questions	To seek out more complete narratives
4	Specifying questions	To develop more precise information
5	Direct questions	To elicit direct responses
6	Indirect questions	To pose projective questions
7	Structuring questions	To align the interview by directing into key answers
8	Interpreting questions	To clarify information
9	Throw away questions	To take away the tension, manage emotion, and other various purposes
10	Silence	Pause to let the interviewees continue with their significant information

Due to the use of qualitative methods, the research questions are typically focus on the background reason of an event, experience, or phenomenon occurred, the truth behind, what it was like, and the meaning of it (Rubin and Rubin, 2012).

This research uses semi-structured interview to understand the topic deeply by asking questions based on theories and researcher’s curiosity. The questions are asked using Bahasa Indonesia to ensure the communication between parties. Then, the interview’s transcript is translated into English. The questions are referring to several basis theories, which are Dessler (2020) in his book titled “Human Resource Management-Pearson”, Donovan (2019) in his paper titled “HRM in the Organization: An Overview Human Resource Management: What is it and Where did it”, and Lussier (2018) in his book titled “Human Resource Management: Functions, Applications, and Skill Development”. The theories are then being connected with the research questions, which are:

1. What Human Resource Management (HRM) functions have been practiced at Cretivox (and what have not), how are they practiced, and who have been involved in such practice(s)?
2. How do the employees experience those human resource management functions in Cretivox, without the existence of an HR department?

Based on the theories and research question, this research generates a concept of data collection strategy. The data collection strategy can be seen on the following table.

Table 3 Interview Question

RQ	No.	Topic/ Framework	Sub Topic	Questions	Target/ Object
-	1	Introduction	-	<i>Boleh perkenalan diri, posisi di perusahaan ini sebagai apa, dan sudah berapa lama bekerja di sini?</i>	Employer, Employee
#1	2	HRM (General)	-	<i>Bagaimana praktek pengaplikasian Human Resource Management di perusahaan ini?</i>	Employer, Employee
	3	HRM Function	-	<i>Dari fungsi-fungsi HRM, fungsi manakah yang menurut anda sudah diimplementasikan di perusahaan ini?</i>	Employer, Employee
	4			<i>Fungsi mana yang belum diimplementasikan pada perusahaan ini?</i>	Employer, Employee
	5	Acquiring	Workforce Planning	<i>Boleh diceritakan bagaimana proses perusahaan membuat sebuah divisi?</i>	Employer
				<i>Bagaimana cara perusahaan membuat kriteria karyawan untuk setiap divisi?</i>	Employer
	6		Recruiting Job Candidates	<i>Bagaimana cara perusahaan mempublikasikan lowongan pekerjaan?</i>	Employer
	7			<i>Bagaimana proses perekrutan karyawan di perusahaan ini?</i>	Employer, Employee
	8		Selecting New Employees	<i>Bagaimana tahapan penyeleksian karyawan di perusahaan ini?</i>	Employer, Employee
	9			<i>Apa saja proses yang dilaksanakan saat karyawan sudah diterima di perusahaan ini?</i>	Employer, Employee
	10		Training	-	<i>Bagaimana cara perusahaan mengembangkan karyawannya?</i>
	11	<i>Apakah ada program pelatihan untuk karyawan? Jika ada, apa saja programnya?</i>			Employer, Employee
	12	<i>Bagaimana cara perusahaan mengonsep program pelatihan karyawan?</i>			Employer
	13	<i>Bagaimana tahapan program pelatihan</i>			Employer,

	14			karyawan? Apa tolak ukur dari program pelatihan tersebut?	Employee Employer
	15	Appraising and Compensating	Appraising	Bagaimana cara perusahaan menilai kinerja karyawan?	Employer
	16			Apakah ada performance appraisal/review?	Employer, Employee
	17			Jika ada, bagaimana tahapan performance appraisal/ review di perusahaan ini?	Employer, Employee
	18			Metode apa yang dipakai untuk performance appraisal/ review?	Employer
	19		Compensating	Apa saja bentuk kompensasi karyawan?	Employer, Employee
	20			Bagaimana cara perusahaan mengonsep kompensasi karyawan?	Employer
	21			Seperti apa perhitungan dan distribusi dari kompensasi karyawan?	Employer
	22			Attending Labor Relations, Health and Safety, and Fairness Concerns	Labor Relations
	23	Bagaimana cara perusahaan mengarahkan hubungan antara atasan dengan bawahan di perusahaan ini?	Employer		
	24	Health Concerns	Apa saja upaya yang telah dilakukan untuk menjamin kesehatan karyawan?		Employer, Employee
	25	Safety Concerns	Apa saja upaya yang telah dilakukan untuk menjamin keselamatan karyawan saat bekerja?		Employer, Employee
-	26	HR Department	-	Mengapa belum ada HR department dalam perusahaan ini?	Employer
#2	27	HRM Experience	-	Menurut anda, bagaimana pandangan anda terhadap kepedulian perusahaan akan karyawan?	Employer, Employee
	28		HRM Function	Apakah anda merasakan efek dari Human Resource Management (HRM) function di perusahaan ini?	Employer, Employee
	29			Apakah anda merasa terbantu dengan adanya praktek HRM function di perusahaan ini membantu?	Employer, Employee
	30			Menurut anda, apa praktek HRM function yang menurut anda telah baik diimplementasikan?	Employer, Employee
	31			Menurut anda, apa hal yang menurut anda masih belum dirasakan atau didapatkan dalam konteks HRM?	Employer, Employee
	32			Apa tantangan yang dirasakan dalam melakukan praktek HRM functions?	Employer
	33	Evaluation and Recommendation	-	Apa harapan dan saran dari anda untuk implementasi HRM functions di perusahaan ini kedepannya?	Employer, Employee

Conducting an in-depth analysis technique requires several key information. Hence, determining the data sample is important in this research. However, the sample does not have to be random or perfect, it has to be adjusted according on what researcher believes to be relevant for the study (Shaheen, Pradhan and Ranajee, 2018).The relevant samples can be determined using a method.

Choosing the relevant informants or samples can utilize a commonly used qualitative methods named purposeful sampling. Purposeful sampling is based on the idea that information-rich samples should be chosen in order to gain a comprehensive understanding of the phenomenon (Shaheen, Gupta and Kumar, 2016). The samples are chosen based on the information required and the expectation for the samples to be able to answer the questions given. The following table provides various informants as they become the sample of this research.

Table 4 Informant List

No.	Job Title	Gender	Category
1	CEO, Founder	M	Top Management (Chief)
2	CFO, Co-Founder	M	Top Management (Chief)
3	Operation Manager	F	Manager
4	Creative Group Head	M	Manager
5	Senior Art Director	M	Senior Staff
6	Account Executive	F	Junior Staff

Six listed informants become the sample size of this research. Multiple factors influence sample size determination in qualitative research, including the research topic, research question, research complexity, theoretical framework, epistemological tradition, research approach, methods used, research population structure and access, resources and time available to complete the investigation, and so on (Mocănașu, 2020). There are no strict rules for the sample size in qualitative research. The sample size is actually subjective regarding the researcher (Shaheen, Pradhan and Ranajee, 2018). Based on the research needs, six samples can be considered sufficient for this qualitative research.

3.2.6 Data Analysis

The analysis process is conducted after the data are gathered. This research uses the narrative research data analysis method. Narrative research can be defined as a qualitative process of understanding humankind, culture, and societies through analyzing words that compiled into stories (Wolgemuth and Agosto, 2019). The information gathered is assembled by using study of content and stories. This type of data analysis will assist the researcher in supporting the findings (Carter et al., 2014).

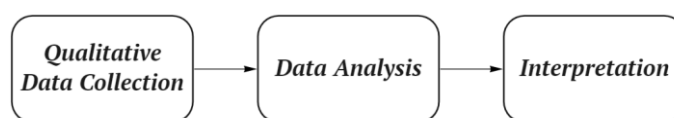


Figure 9 Data Analysis Process

3.2.7 Data Validation

Data validation is the process afterwards to ensure the accurateness of the result. In the data analysis process, researcher uses triangulation method. Triangulation is the usage of multiple data methods and sources to generate a comprehensive understanding toward a phenomenon (Patton, 1999). It includes interviews, observations, and literature support. Discussion and interview occurred to create a final understanding toward the data. The response could be the data are completely valid, partly valid, or totally invalid.

3.2.8 Conclusion and Recommendation

In this process, the conclusion is drawn regarding the analyzed data. This process states the progress of HRM function implementation in Cretivox. Furthermore, the analyzed data are transformed into an applicable HR model. A certain HR model that suits the Cretivox organizational structure which is proposed to the company.

IV. ANALYSIS

4.1 Introduction

In this specific chapter, this research provides a comprehensive view and analysis. The process involves the whole aspect from the object's profile, data gathering process, data analysis, and the interpretation process of each subtopic. The subtopics are the functions of Human Resource Management (HRM) that have been discussed in the previous chapter. Those functions include acquiring, training, appraising and compensating, and attending labor relations, and health, safety, and fairness concerns.

4.2 Research Object

This research chooses Cretivox Broadcasting Network as a company to be its study object. It is a media company that is still growing and moderately known at present day.

4.2.1 Company Profile

Cretivox Broadcasting Network is a full-service modern entertainment and digital media company based in Jakarta, Indonesia. Cretivox was founded and established by three persons, which are Lukman Benjamin M., Caesar Sriyono, and Bob Jade Tjugiarto. This company was established in the early of 2019. Cretivox focuses its business in the creative media sector, which is included in the marketing and advertising industrial sector.



Figure 10 Company Logo

Cretivox produces its products in a form of digital contents and services. Cretivox’s main channel is Youtube, a digital platform for video streaming. Its Youtube channel has grown since 2019 and has produced hundreds of videos with millions views in total.

4.2.2 Company Structure

Cretivox as a company has a structure in it. It consists of multiple divisions which support each other’s job. Each position has its own role regarding the scope of work of each position. The positions in the company have hierarchy level. The level can be seen from the organizational structure as follow.

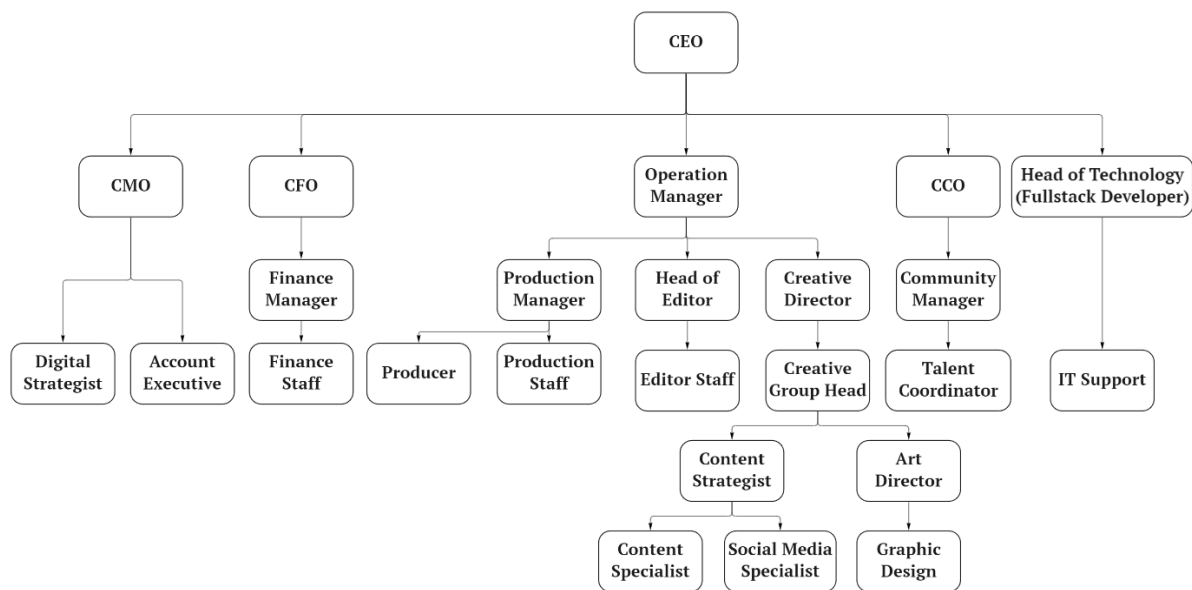


Figure 11 Company Structure

The structure above also represents the division and hierarchy between divisions. Currently, the Cretivox’s organizational structure can be classified into five departments. Those departments are marketing which being led by a CMO, finance which being led by CFO, operation which being led by an operation manager, communication which being led by a CCO, and IT which being led by the Head of Technology.

4.3 Data Gathering Process

This research utilizes primary and secondary data gathering process. This research seeks for qualitative data specifically. The data are extracted from multiple sources and methods. For the primary data, this research uses the in-depth interview and direct participatory observation as the gathering method. While for the secondary data, doing literature study and studying the company’s reports and documents become the main methods of collecting the required data.

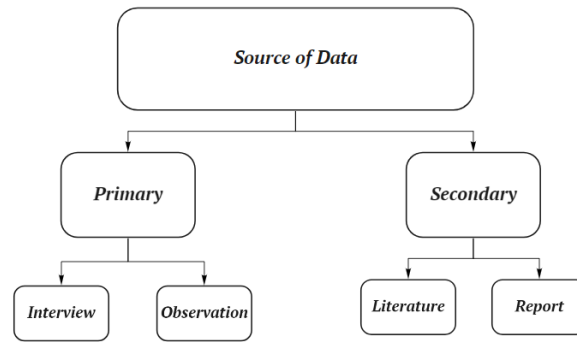


Figure 12 Source of Data

The process starts by gathering secondary data. Researcher seeks for available literature, mainly from academic sources. Those sources include journals, academic writings, books, and qualified articles that relate with the research content. Those sources are agreed to be the best option for literature data source.

Another literature source that can be classified as a qualified literature is the company’s reports and documents. The Cretivox’s company documents provide insightful data to the research. It provides the visualizations and proofs of the company’s activities which have been done or currently in the process. It also provides a qualified data from literature due to the direct source from the company itself.

The process continued by seeking secondary literature option. Those includes websites, articles, news, and even social media such as Youtube. Those sources can support the research because the research’s object can be considered as a new object. New object tends to have limited academic sources. Moreover, Cretivox Broadcasting Network operates mainly in digital platforms, especially social media and thus, it is in line with these specific data collection sources.

After doing the secondary data gathering, the process continues by conducting the primary data gathering process. The process initially starts by having a participatory observation. Researcher join the company as an intern, specifically as the talent coordinator intern. While doing the intern at the company, researcher also directly observe and doing familiarization study. By doing the direct participatory observation, researcher can gather required data for this study in details. By doing this method, researcher position itself as a neutral side as good as possible to reduce the chance of data bias in the data gathering process.

The interview process then follows the previous process to complete and finalize the data gathering process. The interviews are conducted in a form of open-ended questions to understand deeper about the given topics. The questions are consisted of Human Resource Management (HRM) functions-related topic and the employees experience toward the implementation of the the HRM functions implementation. The questions are designed to answer the research questions eventually. The questions composition can be simplified into the following table.

Table 5 Interview Question Composition

No.	Topic	Question Quantity
1	Introduction	1 question
2	HRM (General)	1 question
3	HRM Functions	23 questions
4	HR Department	1 question
5	HRM Experience	6 questions
6	Evaluation and Recommendation	1 question
Total		33 questions

After preparing the required questions, researcher set up interviews with the targeted respondents to conduct the data gathering process. Each sample is chosen as a representative of each job level that is exists in the company.

Table 6 Interview Sample

No.	Job Title	Sample Quantity	JobTitle
1	C-Level (Top)	2	Chief Executive Officer (CEO)
			Chief Finance Officer (CFO)
2	Manager Level	2	Operation Manager (OM)
			Creative Group Head (CGH)

3	Staff Level	2	Art Director (senior staff)
			Account Executive (junior staff)

Each of the job level is being represented by two persons. Each of this person has its own job title which different between one and another. The C-Levels are represented by the Cretivox’s CEO and CFO. The manager levels are represented by OM and CGH. While for the staff levels, are represented by Art Director staff which classified as a senior staff and Account Executive staff which is a junior staff.

The designed interview questions are asked to each of the interview sample. Each level representatives are expected to provide answers as they speak for their specific job level. Each interview takes about 24 to 58 minutes for each session. The interviews are conducted following the availability of each of the respondent’s schedule. The interviews take a total of five days for six different samples.

Table 7 Interview Timeline

No.	Job Title	Date of Interview
1	CEO	July 20 th , 2022
2	CFO	July 20 th , 2022
3	OM	July 18 th , 2022
4	CGH	July 22 nd , 2022
5	Art Director	July 19 th , 2022
6	Account Executive	July 22 nd , 2022

The interview sessions are recorded using the voice note application on phone. Then, the audio files are translated into words by doing the transcription process. The audios are converted into words and are typed. The transcription become the main data source in the data analysis process in describing each subtopic to answer the research questions.

In order to support the data analysis process, this research uses a software for qualitative data coding. The software is called Nvivo. This software helps this research by highlighting and classifying the interview data. Then, the processed data are managed and classified depending on the given categories regarding this research topics.

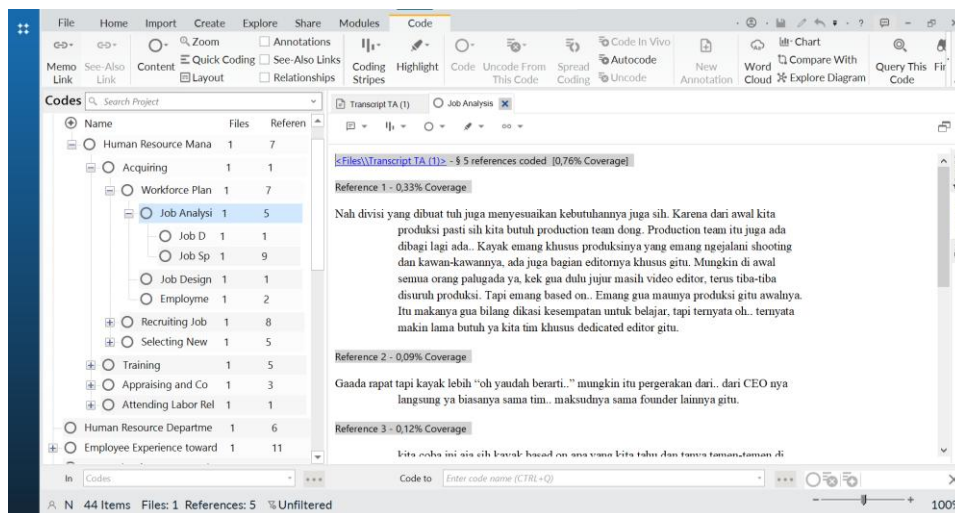


Figure 13 Qualitative Data Coding using Nvivo

4.4 Data Analysis

In the data analysis process, researcher uses the narrative research method. This method provides a comprehensive data analysis in a narrative form. Each subtopic is being analyzed based on the interview results. Then, the analysis will be supported by the observation results and studied literatures.

4.4.1 Human Resource Management Function

The Human Resource Management (HRM) function is identic with activities that involves people in its process. This research focuses on the HRM functions that have been developed by experts, specifically Dessler (2020). The HRM functions are consisted of acquiring, training, appraising and compensating, and attending labor relations, health and safety, and fariness concerns.

The interview questions given provide an overall view to the Cretivox's Human Resource Management (HRM) functions implementation. The primary brief question asked is:

"Dari fungsi-fungsi HRM, fungsi manakah yang menurut anda sudah diimplementasikan di perusahaan ini?" (Interviewer)

"From the HRM functions, in your opinion, which functions that have been implemented in this company?" (Interviewer)

In answering that question, the samples answer by giving their opinion regarding their point of view on which HRM functions that have been applied in Cretivox. The CFO of Cretivox provides a brief view of some functions that have been applied in the company. He explained that the functions that have been implemented are acquiring, recruiting, compensating, and some part of attending labor relations function.

"Functionnya kita paling acquiring udah ada, eh, recruiting juga, eh, appraising belum sih, tapi compensating udah, sama eh, attending labor relations itu sebagian sih kayaknya ya..." (CFO)

"The functions are acquiring which existed already, um, recruiting also, um, appraising has not been done, but compensating has, and um, some part of attending labor relations if not mistaken..." (CFO)

The CEO of Cretivox added that the hiring process and health concern function have also been done in the company.

"Eh, salah satu contohnya adalah hiring sih, hiring terus juga meskipun unofficial kita ada rules, tapi ga.. ga tertulis ya. Terus juga pada saat sekarang ini kita sudah ada yang namanya jaminan kesehatan, BPJS sudah ada." (CEO)

"Um, one of the examples is hiring, even though the hiring is unofficial, we have rules, but they are not written. Then, currently we have had health insurance called BPJS which already been provided." (CEO)

The hiring process can be considered as unofficial and having unwritten rules. It also turned out that the company has provided life insurance by giving BPJS, which stands for *Badan Penyelenggara Jaminan Sosial Ketenagakerjaan* (Social Security Administrator for Health), a type of health insurance for Indonesian citizens.

The Account Executive staff gives a comprehensive view toward the overall implementation of HRM functions in Cretivox.

"...Terus kalau appraising dan compensating evaluasi sih ada tiap bulan kayak kinerja gue kalau gue kan AE, AE itu ada target masing-masing. Gue as junior misal target gue berapa apakah di akhir bulan ini gue mencapai target itu atau nggak, kayak misalkan gue nggak capai target apa aja sih yang harus gue lakukan mungkin gue kurang meeting keluar sama client gitu hal-hal yang kayak gitu sih yang di-evaluasi sama head gue..." (Account Executive Staff)

"...Then, for appraising and compensating, there are evaluations for each month for my performance. For me, as an Account Executive (AE), there are targets. Me, as a junior for example, how much is my target and whether I could achieve the target or not in the end of the month, like if I could not achieve the target, what are the things that I should do, maybe I am lacking in external client meeting and those are things that would most likely be evaluated by my (division's) head." (Account Executive Staff)

The Account Executive staff believes that the appraising function has also been done in the company from her perspective as Account Executive staff which located under marketing division.

"Rata-rata sudah ada, cuma kurang sempurna saja." (Account Executive Staff)

"In overall, they (HRM functions) have been applied, butnot perfect." (Account Executive Staff)

Generally, HRM functions are already being implemented in the company. Most of the samples mentioned more than half of the HRM functions.

4.4.1.1 Acquiring

Acquiring is the first function in Human Resource Management (HRM) function concept. It can be considered as the initial step of the function. It can be defined as recruiting the right people for the right work. The process starts from projecting the candidates to the acceptance of workforces in the company. In details, acquiring process involves workforce planning, recruiting job candidates, and selecting new employees.

Cretivox has implement the acquiring function. Unconsciously, some of the company's actors involves in the acquiring process.

"Lebih ke acquiring tuh udah pasti cukup sangat kita lakukan..." (Operation Manager)

"More toward acquiring which we have done sufficiently..." (Operation Manager)

The Cretivox's Operation Manager feels like the acquiring function has been implemented well in the company. The process starting from the workforce planning to selecting employees have been done in the company's process.

As a participant in the cycle of the company's activities, researcher has also experienced the acquiring process. Researcher had passed the company's recruitment process and selecting process which in brief, can be listed as:

1. Open hiring
2. Submit CV and portfolio
3. Conduct endurance test (division-related test)
4. Interview
5. Confirming and negotiating
6. Welcoming and introducing new employee

The processes are conducted, but having an issue in the process flow. Researcher experienced and observed that there are different treatments between a division and another in the process of it. This statement is supported by the Account Executive staff on her interview.

"Kalau untuk acquiring itu sebenarnya udah sih cuma memang kurang kurang apa ya karena memang nggak ada HR yang ngerti tentang flownya segala macam jadi sebenarnya balik lagi ke yang tadi based dari head masing-masing." (Account Executive Staff)

"For acquiring, it has been done actually, but it lacks of, um what is it, because there are no HR that understands the flow and everything, so it depends on each (division) head." (Account Executive Staff)

She seeks that the process' flow depends on the division head. It can be translated that each division has its own kind of style in treating the acquiring function. This kind of action can lead to the imbalance of standard between divisions.

4.4.1.1.1 Workforce Planning

Workforce planning can be seen as the pre-process inside the series of acquiring activities. Workforce planning means the process of determining the roles in the company that are needed to be filled and also the process in filling the vacant roles. It is related to the making of a job role and filling the position. Inside this process, there are several aspects involved to support this process.

Workforce planning has a number of aspects inside. The process involves planning, implementing, and regulating policies and procedures. Cretivox has created the the work policies. To regulate the process regarding employment.

"Pertama kita punya peraturan perusahaan, kedua kita juga menyesuaikan lebih ke SOP ataupun kayak flow kerja kali ya, ..." (Operation Manager)

"First, we have company regulation, second, we adjust toward SOP or like work flow, perhaps, ..." (Operation Manager)

The Operation Manager stated that there have been policies, Standard Operating Procedure (SOP), and existing work flow in the company. It indicates the implementation of workforce planning by having one of their aspects

inside the company.

For the planning itself, the company has not had any standard for planning of its workforces. It is based on the problems that have occurred instead of proper planning to prevent the problems. The Creative Group Head supports the statement on his interview session.

"... Jadi kayak pembentukannya dari yang berjalan, terus ada problem apa, gitu-gitu..." (Creative Group Head)

"...So, like the forming (of a division) is based on what is running, then there is a problem, of some sort..." (Creative Group Head)

The company waits for a problem to make a decision in creating something. It includes the creation of a division. The creation of a division can be included in one of the activities inside the workforce planning. In a big view, the workforce planning activities are job analysis, job design, and employment forecasting.

4.4.1.1.1.1 Job Analysis

Job analysis is generally the making process of a job role in the company. The process can be done by identifying the work performed and specific circumstances for each role. The processes involved are the whole series of role creation by the company. It starts from designing the job until the job is finally existed.

The question asked is directly related about job analysis. It is done in order to seek Cretivox's method in analyzing required job or role and how to create one. The following is the question asked:

"Boleh diceritakan bagaimana proses perusahaan membuat sebuah divisi?" (Interviewer)

"Can you tell us how is the process of this company in creating a division?" (Interviewer)

The Operation Manager explained in her answer about a brief process of creating a division in Cretivox. Based on her knowledge, the company create a specific division or role based on needs. She gives an example in the production team which correlate to the editor team.

"Nah divisi yang dibuat tuh juga menyesuaikan kebutuhannya juga sih. Karena dari awal kita produksi pasti sih kita butuh production team dong. Production team itu juga ada dibagi lagi ada.. Kayak emang khusus produksinya yang emang ngejalani shooting dan kawan-kawannya, ada juga bagian editornya khusus gitu. Mungkin di awal semua orang palugada ya, kek gua dulu jujur masih video editor, terus tiba-tiba disuruh produksi..." (Operation Manager)

"So the division is created adjusting from the needs because from the beginning of our production, we definitely need production team. Production team can also be divided into, like one which focuses on the production that run the shooting and similar process. Maybe in the beginning, everyone do everything like I honestly was a video editor, and suddenly I was assigned to do production..." (Operation Manager)

The needs of a team to run the production activities become the main reason for the company to finally create a dedicated team. Previously, everyone has to do another division's job due to the limitation of human resources which can be interpreted from the Operation Manager's answer.

"Eh, kita biasanya udah ketemu masalah nih, baru kita kayak oh kita kayaknya butuh ini nih, oh kita kayaknya butuh ini, yaudah baru kayak ibaratnya seiring berjalannya waktu lah belajar juga kayak oh ternyata kita butuh ini ya, yaudah kita hiring, baru terbentuk divisinya oh ini di bawah marketing, ternyata di bawah finance, kayak gitu." (CFO)

"Um, usually, when we encounter a problem, then we proceed to think that we need this (creating division), oh we think maybe that we need this (creating division). Then, it is like as the time goes by, we learn like oh it turned out that we need this, so we conduct hiring, then the division is formed oh this one is under the marketing (division), this one turned out under the finance (division), such as that." (CFO)

The CFO added that the company usually create a division when a problem occurs. The company then analyze the problem and create a specific division to address the problem. The creation itself is based on the thoughts of

the people inside the company, marked by his answer on “...oh we think maybe that we need this...”.

He also added that the process is continuing as time goes by. The company can create a new division based on the arising problem while the company is running. The company’s actors such as CFO has learned that it turned out that there are divisions that have to exist. Additionally, the company has also learned about the job categorization, such as a specific job that can be considered to be under the marketing division, and so on.

“...kita coba ini aja sih kayak based on apa yang kita tahu dan tanya temen-temen di luar sana, creative agency tuh timnya apa aja sih, social media tim nya apa aja sih, ya kita planningnya dari situ aja sih basednya, gitu.” (Art Director Staff)

“...we tried based on what we know and ask our friends out there, like what are the teams in creative agency, what are the team in social media (division), and we planned based on that.” (Art Director Staff)

The Art Director staff added that the job analysis process is learned from multiple sources. First, it is based on the knowledge of those who are involved in the job creation process. Second source is by doing benchmark from the relatives, such as asking friends.

“Hmm, kita sih di sini eh, dari C levels udah pasti, sama paling level-level managerial yang bersangkutan.” (CFO)

“Um, we are here um, from C levels for sure, and relevance managerial levels.” (CFO)

The CFO explains about the persons who are involved in the division creation process. It involves C-levels and managerial levels. This explanation is supported by the Operation Manager’s statement.

“Gaada rapat tapi kayak lebih ‘oh yaudah berarti..’ mungkin itu pergerakan dari.. dari CEO nya langsung ya biasanya sama tim.. maksudnya sama founder lainnya gitu.” (Operation Manager)

“There is no meeting, but like ‘oh okay then...’ maybe it is a movement from the CEO directly with the team, I mean with the other founders.” (Operation Manager)

The Operation Manager argued that Cretivox creates a division or a role by involving several key persons. Those key persons are the founders, which are Mr. Lukman Benjamin as the CEO, Mr. Caesar Sriyono as the CMO, and Mr. Bob Jade as the CFO. It also turned out that there is no meeting conducted in the process of role creation. It is just based on the informal meeting or basic discussion.

4.4.1.1.1.1 Job Description

Job description can be defined as the overview of a job role in the company. It involves the description of the job’s major tasks, duties, and responsibilities. It is designed in the beginning of when a job is created. Job description provide information to understand a job scope of work.

“Nah kalau untuk itu ya dari head divisinya sih. Ntar biasanya yang bikin kayak kriteria, SOP-nya apa, dia nerjain apa segala macam, ya itu head division-nya.” (Creative Group Head)

“Oh, that one comes from the division head. Usually, the one who created the criterias, Standard Operating Procedures (SOP), and what a person has to do are designed by the division head.” (Creative Group Head)

The Creative Group Head of the company says that the company has already had the term of job criteria, SOP, and the scope of work. The job criteria actually related to job specification. The SOP of the job can be defined as the rules and standards for a job to be operated in this company. For “*what a person has to do...*” sentence, it can be connected to the scope of work of a job.

4.4.1.1.1.2 Job Specification

Job specification is a person’s criteria or persona that suits the available job position. These criteria have to be aligned with the job. A specific job needs specific criteria. Thus, if a person fulfilled the job’s criteria, that means the person is able to perform the job’s tasks.

Creating a job specification involves several processes. Cretivox specifies each job based on needs. The

company's Operation Manager explains about the specification of job during her interview session.

"Yang pastinya mereka lihat dulu kebutuhan yang dicari maksudnya apakah misalnya di bagian marketing apakah yang dicari adalah orang yang emang pinter eh, negosiasi, atau mereka cari yang justru eh, mereka yang pinter dalam memplanning gitu kan, karena di dalam marketing ada project managernya juga, ada bagian ex.. eh, account executive gitu kan. Nah pasti itu ditentukan lagi sebenarnya discuss bareng-bareng juga sih..." (Operation Manager)

"Definitely, they seek for the (job) needs, like in the marketing department, is the wanted candidates has to be good at um, negotiating, or are they looking for actually um, those who are good at planning and some sort of that because inside the marketing (department), there is a project manager, there is ex... um, account executive. Then, it has to be determined by having a discussion together..." (Operation Manager)

The specification of each job is determined by the needs. Each job role has its own need or criteria. These become the basic of specifying job in Cretivox. Moreover, the determination of job specification has to be discussed together.

"Oh, em, kita eh, ngeliatnya sesuai kebutuhan lah. Ibaratnya misalnya kita butuh orang eh, marketing, kita eh, butuh account, account executive, otomatis kita pasti nyari yang pertama, eh, looksnya menarik bukan, bukan cuman cakep atau gimana, cuman eh, pembawaannya menarik juga, sopan, segala macem." (CFO)

"Oh, um, we um, seeking based on our needs. For example, we need a person um, marketing, we um, need account, account executive. Automatically, we look for the first, um, having an attractive look, not just beautiful or else, but um, has to have an interesting character, polite, and others. (CFO)

The CFO of Cretivos supports the Operation Manager's statement. They believe that job specification is initially designed based on needs. The CEO of Cretivox added an example of job specification in the company which arises from needs.

"Contohnya misalkan anak produksi. Nih anak produksi nih harus, ya kita di dunia produksi juga ya kebetulan, anak produksi nih harus yang tahan banting nih, oh berarti harus cowok ya, kayak gitu." (CEO)

"For example, let's say a production staff. This production staff, because we are in the production field, coincidentally a production staff has to be resilient, and oh it has to be a male, such as that." (CEO)

He gives an example in the production team. Due to the specific tasks that a production staff has to do, gender is one of the concerns in the company's job specification. Gender concern proofed that the job specification is not limited to technical skills.

"Nah kalau di sini sih masih apa ya, faktor-faktornya tuh nggak cuma dari teknisnya doang sih. Kalau di sini nggak tahu kenapa berasanya lebih dominan tuh dari kecocokan satu sama lain gitu." (Creative Group Head)

"So, in this company, it is still um, the factors are not only about the technical (skills). Here, I do not know why but it feels like the compatibility between one and another is more dominant." (Creative Group Head)

Cretivox's Creative Group Head added that there is another factor that involves in the job specification. Compatibility aspect become one of the concerns that plays a larger role regarding to his statement. It also supports the fact that the specifications are not limited to technical skills.

4.4.1.1.1.2 Job Design

Assigning each duty for each employee is the definition of job design. It is a method to decide employees' capabilities to do specific tasks. It also involves the procedure of completing activities. It is used to create a good work flow for the company.

Job design can also be occurred after a job has been created. Adjusting the task or method of an existing job can also be considered as a job design process. Add task, adjust method, and other job redesign have been conducted in Cretivox.

Based on observation, it is possible for a person to be assigned to do another task. The new task has not been inserted in the initial scope of work of a job. Once, there was a talent coordinator staff who interviewed a talent for a Tiktok content which happened to be the task of a social media specialist. The task was assigned in a sudden and become a new responsibility for the job role.

“Makanya sekarang juga editor tuh udah cukup gacuman 1 orang 2 orang, nih lumayan nih udah ada kayak 4-5 editor gitu kan. Tapi emang mereka dedicated buat ngedit doang. Tapi ada kesempatan mereka kalau mereka bosan ngedit, mereka bantuin tim produksinya gitu.” (Operation Manager)

“That’s why, currently we already have sufficient editor team, not only one or two people. We have a decent amount of four to five editors. But, they are dedicated just to do the editing. However, if they are happened to feel bored at editing, they can help the production team.” (Operation Manager)

The Operation Manager says that a specific job role can have additional task. She takes editor case as an example. The editors have additional task of assisting the production team, such as becoming the camera person. The task adjustment can be classified as a job design process of how the company design given tasks for each job.

4.4.1.1.3 Employment Forecasting

Employment forecasting in general is projecting the future employee needs. It is believed to be one of the core processes to maintain a company’s future. It can be determined by looking at the supply and demand which may be historical or present. This analysis seeks for Cretivox’s employment forecasting implementation that has been done since the company was established.

Cretivox as a company tends to learn from what have been done. It can be considered as a historical demand that pushes the company to forecast the needs, especially for the employment. An interview sample explains that the company may need another hiring in the future by looking at what has happened.

“Tapi kan produksi bukan hal yang tiap hari dilakukan kan. Jadi kan emang dirasa divisinya dua orang tuh cukup gitu. Tapi mungkin, gak menutup kemungkinan kedepan makin banyak gitu kan apalagi juga ditambah sama ..ehh.. Pasti ngebuka peluang buat intern gitu-gitu, itu sangat ngebantu banget gitu Pal.” (Operation Manager)

“However, production is not a thing that is being done daily. So, it is felt that two people is sufficient. Yet, maybe, it does not rule out the possibility that in the future, there will be more (workforces) and also will be supported by ... um ... there will bechancesto hire interns. It would help a lot, Pal.” (Operation Manager)

The Operation Manager felt that the company may need to consider for future workforces. She believed that the current condition is sufficient, but not for the future. It shows that the present condition demanded the company to consider a plan for future employment forecasting.

“Tapi pas gua masuk itu, sebenarnya itu dari ada mungkin kurang atau misalkan ngerjain, contoh dari divisi kreatif ya, misalkan lagi banyak yang masuk terus kurang copywriter gitu, terus kayak ya udah kayak cari copywriter aja gitu.” (Creative Group Head)

“Nevertheless, when I joined, maybe it is insufficient or like do, for example in creative division, for instance, that there are a lot of tasks being assigned and our team lack of copywriter, so we try to just find the copywriter itself, such as that.” (Creative Group Head)

The statement from the Creative Group Head supports the previous statement of which Cretivox starts to forecast employee based on the present and past condition. The company start to consider the needs of future workforces when a problem arises. The demand of employment pushes the company to plan for future employment.

4.4.1.1.2 Recruiting Job Candidates

Recruiting job candidates is doubttable to be one of the most essential activities in the Human Resource field. It can be defined as the process of finding people to fill the available vacant position in the company. This process is useful to attract candidates to apply for the position. Moreover, there are an abundant number of methods to conduct the recruitment process. Thus, the designed research question asked about the details of the recruitment

process in Cretivox.

“Bagaimana cara perusahaan mempublikasikan lowongan pekerjaan?” (Interviewer)

“How do the company publish job vacancy?” (Interviewer)

The initial question for understanding recruitment scheme in the company is asked to every interview sample. Most of the sample answer similarly and support each other's statements.

“Karena kita juga media, jadi dengan mudah kita mempublikasikan di social media page kita juga, tapi kita juga sebenarnya kalo kayak intern aja ya itu tuh juga dibantu sama media-media lain gitu jadi kayak ngepublish eh, Kita bayar kayak anakmagang.com atau apapun itu untuk publish poster kita juga. Biasanya tuh emang cretivox sendiri agak extra ya kalau mau buat internship khususnya. Jadi pasti ada, kita gacuman kayak sebar poster ni lagi buka lowongan ini, tapi pasti ada kayak eh, either buat-buat video kecil, atau emang kayak proper thing gitu lho yang kayak internship gue dulu kayak gini, internship nextnya bakal lebih gila nih siapa yang mau jadi part of us gitu kasarannya. Misalkan kalau misalnya full timenya biasanya kayak editor tuh buat video-video lucu sendiri kayak ini editan kita lagi cacat banget nih, ada yang mau gabung ga ke tim kita gitu. Gitu-gitu sih, terus eh, pasti kita juga memanfaatkan aplikasi atau apapun platform-platform yang mencari kerja gitu kayak LinkedIn.” (Operation Manager)

“Because we are a media, we can easily publish (job vacancy) in our social media page, but for interns, we are helped by other media to publish um, we actually paid like anakmagang.com or anything to also publish our (job vacancy) poster. Usually, Cretivox is a little bit extra when creating internship especially. So, we do not only do sharing poster for job vacancy, we also um, either we create short videos or a proper thing (video) like ‘look at my internship experience, the next one will be much crazier so who would like to be a part of us’, such as that. For the full time, for example, usually editor would create funny videos like ‘our editing is very bad right now, does anyone want to join our team?’, such as that. That’s it, and um, we also utilize applications or any job seeker platforms such as LinkedIn.” (Operation Manager)

Cretivox make use of social media for their recruitment. The job vacancies are published through multiple media such as Instagram, LinkedIn. The vacancies are also boosted by external media related to job seeking, such as *anakmagang.com* as the Operation Manager mentioned. Video and poster become the medium of the Cretivox's recruitment. She also mentioned about the Cretivox internship experience which happens to be one of the most popular job vacancies.

“Eh, mungkin balik ke poin tadi, kita punya program internship experience dimana itu tuh dijual banget lah di socmed kita, apalagi karena kita media. Ada.. pertama itu kita jual lewat Youtube, lewat instagram, lewat Tiktok, dan sebagainya. Abis itu, lewat linkedin pastinya.” (Art Director Staff)

“Um, maybe we can look back to the previous part, we have an internship experience program which is highly commercialized in our social media, especially us as a media. There is ... first, we publish through Youtube, through Instagram, through Tiktok, and other kind of media. Then, through LinkedIn for sure.” (Art Director Staff)

The internship experience in Cretivox is one of the company's strategies to publish job vacancy for the interns. It can also be classified as a marketing campaign. The campaigns are published through multiple sources, such as Youtube, Instagram, and also LinkedIn.



Figure 14 Internship Campaign Video. Source Youtube

The latest batch hiring, which is the seventh batch, successfully attracted 4703 people to apply. Based on observation, it increases almost double in applicant number compared to the previous batch which received 2500 applicants. The internship applicants are mostly university students. The increasing number of applicants in significance may indicate the performance of the job vacancy created by the company.



Figure 15 Internship Batch 7 Applicant Content. Source Instagram

“Kenyataannya sekarang Gen Z, anak-anak sekarang yang kebetulan eh, di sini tuh hampir, almost delapan puluh persen lah ya karyawan kita Gen Z dan ternyata mereka punya kemampuan yang mungkin dulu tuh gab..ga.. gak ada anak-anak yang generasi sebelumnya gak ada yang kayak gini gitu, dimana mereka tuh belajar segitu kerasanya, mereka magang dimana-mana, akhirnya ketika mereka lompat-lompat tempat magang dan dapat banyak pengalaman, akhirnya mereka udah mature dalam segi profesional.” (CEO)

“The truth right now is Gen Z, the kids nowadays coincidentally um, here, almost eighty percent of our employees are Gen Z and it turned out that they have the ability which the previous generations do..does not have such things, where they learn that hard, they have internship everywhere, and finally when they jumps between intern places and received a lot of experiences, they finally become mature in professional way.” (CEO)

The company hires Gen Z, which are high school and university level students as their interns. The CEO believed that this generation can benefit the company with the ability they have. Almost everyone hired in Cretivox is Gen Z. This data shows that the employees’ ages are mostly in their early 20s.

The recruitment process which has been analyzed before are designed by Cretivox. There are several key persons who are involved in the recruitment process.

“Terus.. Kalau untuk recruitment.. eh requirement untuk pekerja baru sebenarnya lebih eh, Pekerjaan bersama ya kayaknya. Karena kayak misalkan yang butuh tuh user-user ini cukup inisiatif untuk kayak ‘yaudah deh, gua juga yang seleksi juga’ karena menurut mereka ‘gue pengen ngelihat sendiri yang cocok sama gue daripada lama gue milihin dulu nih, operation manager milih dulu, jadi gue sendiri aja gapapa’ gitu. Jadi banyakan user juga yang langsung turun tangan untuk pemilihannya. Abis itu baru gue yang handle lah kayak.. Buat negosiasi dan kawan-kawannya gitu.” (Operation Manager)

“Then, for the recruitment, um recruitment for the new employees actually tends to um, a collective work, perhaps. Because, like these users (head of each division) are quite initiative to be like ‘okay, I also want to select (the candidates)’ because in their opinions, ‘I want to directly see who are compatible with me rather than it will take a long time for me, the operation manager to choose, so I decided to choose the candidates by myself,’ such as that. Thus, most of the users are directly involved for the selection. Then, I will continue to handle like.. for negotiating and so on.” (Operation Manager)

The operation manager explains that the person who are involved in the recruitment process are the users. The users are the person who will have a work connection with the job that is being vacant. It can be said that the recruitment in Cretivox involves the representatives of C level, the head of the department, and the manager of the job role. Another sample adds his thoughts about the persons who are involved in recruitment.

“Nah kalau dari recruitment itu biasanya dari head divisinya sih. Jadi head divisinya itu mungkin minta atau gimana, tapi belum ada kayak mungkin interview HR-nya apa segala macam. Jadi langsung, interview itu langsung ke C levelnya di sini terus baru sama si kepala divisinya. Gitu sih.” (Creative Group Head)

“So, for the recruitment, it is usually from the division head. So, the division head may request or some kind of that thing, but there has not been any HR interview or some sort of it. So, it is directly, like interviewed by the C level here, then with the division head, such as that.” (Creative Group Head)

4.4.1.1.2.1 Recruiting Job Candidates Process

The recruitment needs a series of processes to be done. Starting by realizing the needs of recruitment, until having the applicant pool ready to be selected. The five steps of recruitment process are request a recruitment, develop the needed employee, discover prospective employee, design the ways to attract applicant, and assessing the success of recruitment.

The specific question asked to the interview respondents is as follow:

“Bagaimana proses perekrutan karyawan di perusahaan ini?” (Interviewer)

“How is the employee recruitment process in this company? (Interviewer)

The interview respondents answer the question by providing overviews to the recruitment process. The Creative Group Head argued that the first thing in Cretivox’s recruitment process is realizing that a specific division need hiring. Then, the division head can propose for the recruitment.

“Jadi head divisinya itu mungkin minta atau gimana...” (Creative Group Head)

“So, the division head may request or some kind of that thing...” (Creative Group Head)

Cretivox then continue the process by estimating the time needed for preparation. It is explained by the Operation Manager for the usual time required to prepare the recruitment.

“Biasanya kita udah estimasiin kita butuh kapan, kurang lebih biasanya mungkin atleast 4 minggu sebelum kali ya kayak intern...” (Operation Manager)

“Usually, we have estimated when we need it, at least 4 weeks more or less before like intern...” (Operation Manager)

Then, she continued to explain the timeline for the publication of the campaign.

"...Gitu satu bulan kita eh, kurang lebih sebenarnya baru dipublish tuh baru 2 minggu atau 3 minggu lah." (Operation Manager)

"...That for one month we um, actually being published at the second or third week more or less." (Operation Manager)

After the planning and preparation process, the company published the job vacancy in the second or third week before the recruitment process. The company uses Instagram, Tiktok, Youtube, and LinkedIn to publish the vacancy. The Creative Group Head says that the company post "we are hiring" kind of content in Instagram which then being mirrored to LinkedIn.

"Paling kalau di Instagram tuh cuman kayak post-post-an We Are Hiring gitu. Terus kalau di LinkedIn sebenarnya mirroring sih. Mirroring dari Instagram juga. Kayak gitu." (Creative Group Head)

"For the Instagram, we only post like 'We Are Hiring' kind of things. Then, for the LinkedIn, we actually mirrored. We also mirroring from Instagram. Such as that." (Creative Group Head)

Before publishing the hiring content, the company had already designed the recruitment process and the suitable employee criteria.

"Hm, prosesnya kan pasti kita eh, posting nih, kita open recruitment. Terus mereka, biasanya kita cantumin email eh, sama eh, requirementnya. Nah, kalau mereka merasa memenuhi requirementnya, mereka kirim email..." (CFO)

"Um, the process is we do um, posting the open recruitment. Then, they (applicants) usually attach their email um along with the requirements. Then, if they feel that they have fulfilled the requirement, they will send the email..." (CFO)

Cretivox's CFO added that there is requirement for every job vacancy in Cretivox. The platform that the company use for the applicant submission is by using email. The applicants that have fulfilled the requirements send the email to apply for the vacant position.

In short, the Cretivox recruitment process can be simplified into:

1. Division head request an open recruitment by providing the employee criteria and requirements for the position;
2. The company prepare the recruitment process in 4 weeks, more or less;
3. Publish the open hiring content in social media, such as Instagram, Tiktok, Youtube, and LinkedIn to attract applicants;
4. Receive and collect applications by utilizing email and proceed to have an applicant pool

After the recruitment process, the company proceed to conduct the selection process.

4.4.1.1.3 Selecting New Employees

The recruitment process then continued by the selection process. Selecting new employees can be defined as choosing the most suitable and the best-qualified candidates for the vacant position. The company choose the best people according to their standard. The CEO of Cretivox deeply explains the selection process that the company conduct.

"... yang pertama ada mereka daftar, nanti ada endurance test di situ sebelum ke, jadi itu saringan pertamanya ada endurance test, abis itu baru, baru mereka masuk ke tahap interview, ehm, nah di tahap interview itu cukup ribet juga tuh karena mereka langsung ketemu user, mereka gak ketemu HR kan soalnya kita gak ada HR. Mereka langsung ketemu user, terus di situ dicecer banyak pertanyaan lah gitu, lebih ke langsung ke technical sih biasanya karena ini kan banyakan ilmu-ilmu yang terapannya tuh lebih mengkerucut ya. Ya technical terus biasanya mereka tuh akan, kita gak lama-lama juga ngumumin ya karena kita gak ada proses di dalem ya kayak harus ke HR, meeting, dan segala macem ya untuk mengambil keputusan, akhirnya cepetnya. Misalkan interviewnya senin tuh, kamis tuh dia udah bisa tau jawabannya, gitu karena juga gak ada official, apa, paper gitu-gitu belum ada tuh. Kontrak ada, cuman pada saat itu belum, belum gimana ya, belum terar, belum

terstruktur lah eh, proses hiringnya dan, apa namanya, proses pemilihannya ini. Udah, terus mereka keterima, terus mereka dipanggil, mereka akan melaksanakan probation selama tiga bulan.” (CEO)

“First, the applicants applied, then there will be an endurance test before um, so that would be the first filter, the endurance test. Then, they proceed to the interview stage, um, it is quite complicated in the interview stage because they will directly meet the users, and they do not meet the HR because we don’t have any at the moment. They finally meet the users, and they will be given a lot of questions which tend to be technical questions because this (field) is dominated by detailed applicable knowledges. After technical, they will um, we will not take too much time to announce because we do not have internal process like we have to approach the HR, doing meeting, and other things to take a decision. For example, that we have the interview on Monday, the applicant will know the answer on Thursday because we do not have any official um, paper or some sort. We already have a contract, but at that time, it is not um, not structured yet um, the hiring process and um, and this selection process. After that, then they are accepted, they will be asked to come, and they will do probation phase for three months.” (CEO)

Cretivox has several steps in doing the selection process. It started from the available applicant pool, then there is endurance test, then proceed to the interview stage, it continued by the announcement, and finally the pre-employment phase which called the probation phase. The CEO also explains that the company does not take much time for the selection process. Another respondent explains the selection process in brief.

“Dia daftar. Terus kita kita cek, misalkan assignment-nya. Nah kita review bareng-bareng. Baru interview. Habis interview, kalau cocok ya masuk. Kayak gitu sih.” (Creative Group Head)

“He (applicant) applied. Then, we check the assignment for example. Then, we review collectively. After that, we have an interview. After the interview, if the applicant is compatible, the applicant will be hired. Such as that.” (Creative Group Head)

The Creative Group Head says the selection process consists of several steps. Start with the appliance process and ended when the applicant is hired. According to the theory, the selection process actually consisted of several steps. Those steps are applicant pool, primary screening, application blank, selection test, interview, background investigation, physical examination, approval by appropriate authority, final employment decision, and evaluation.

4.4.1.1.3.1 Applicant Pool

Applicant pool is also known as the list of people who applied for the vacant job. It is generated after the recruitment process has been conducted. It provides the initial overview toward the whole applicants. The company can see the candidates by looking at the applicant pool.

“Kalau tahapannya itu eh, setelah kita receive emailnya, misalkan dari empat ribu itu untuk semuanya...” (Art Director Staff)

“For the steps um, after we receive the emails, let’s say that there is four thousand (applicant) in total...” (Art Director Staff)

Cretivox uses email as their main platform in accommodating the applicants. Art Director staff explains that the company receive the applicants by email. He also gives an estimation number of four thousand applicants which happen to be the internship applicants. The process may continue after the company receive the emails.

“Terus kayak h-1 interview tu gue dipanggil malamnya diinfo kalau lo dijadiin salah satu kandidat.” (Account Executive Staff)

“Then, like a day before the interview, I was informed that I become one of the candidates.” (Account Executive Staff)

The Account Executive staff explains that she received an information about candidates. It shows that the company has a candidate list. Moreover, the company also informed the candidates about the process.

4.4.1.1.3.2 Primary Screening and Interview

After the application pool is generated, the next process would be primary screening and interview. This process

involves the initial screening to seek for the potential candidates. A person can be classified as potential candidate if the applicant surpassed the standard given by the company.

"...kita kurangi beberapa hari buat kita juga screening dulu semua CV, portofolio, sama foto, bahkan body, body email pun menurut kita pengaruh banget di dalam recruitment gitu kan..." (Operation Manager)

"...we reduce a few days for us to screen every CV, portfolio, and photos, even email body. In our opinion, the email body is essential in the recruitment..." (Operation Manager)

Cretivox does the primary screening for applicants. The company looks at the applicants CV, portfolio, and photos attached on their emails. Additionally, it turned out that the company also consider the details of the email. The email bodies are also included in the screening aspect to decide the potential candidates.

"...Kita pas lagi hiring tuh, ya, gatau sih kita, saya pribadi based on feeling biasanya. Ya selain lihat dari CV nya, based on feeling, ngelihat memang orang ini tuh eh, apa, kita nyari the right man right place, tapi feelingnya tuh bukan cuman feeling yang kayaknya dia cocok ga yang kayak gitu-gitu tuh..." (CEO)

"...When we are hiring, um, I don't know actually but, for me, it is based on feeling in most of the time. Besides looking at the CV, it is based on feeling, looking at this specific person, um, we are looking for the right man right place, but the feeling is not just 'are we compatible' or some kind of it..." (CEO)

The company's CEO adds that he uses his personal guts for the hiring process. He does the primary screening process using his personal feeling. He argues that the feeling is not just a random feeling, it is based on something that related to his past experiences. It can be said the company look at the candidates by screening their CV, portfolios, photos, email details, and feelings.

4.4.1.1.3.3 Application Blank

Application blank is the next process after the primary screening phase. It is a process of information gather from the potential applicants. These informations are useful for the company to decide the potential candidates. The company can decide based on the available information.

Cretivox acquires candidate information based on the data they sent. It can be seen on their appliance emails. Moreover, the company turned out to have unwritten aspect in deciding the potential candidates.

"Cuman ya emang kita biasanya, pasti nyari orang yang refel.. referral dari orang lain biasanya yang udah terpercaya ibaratnya gitu." (CFO)

"But yeah, we usually seek for the candidates who received refel... referral from the others who has been considered being trusted, such as that." (CFO)

The company consider the candidates' referrals. It can be the connection with the current employees. It can also be a relative with one of the user's friends. This referral system works as a trust validation. They believed that hiring someone with a good testimonial and received a recommendation or referral may become a potential candidate. Besides referral, the CEO of Cretivox adds another aspect.

"Sama yang paling terpenting adalah dari semua itu, itu penting, tapi ada yang di atas itu sih menurut saya ya adalah attitude sih karena attitude akan membawa ke manapun sih." (CEO)

"And the most important out of those, um those are importants, but there is something above those, in my opinion would be attitude because it can bring you everywhere." (CEO)

Cretivox, represented by the CEO, says that attitude is an essential aspect of a candidate. It is out there in the top priority of the considered aspect list. It is also believed that attitude can attached to someone and beneficial in every place. After considering those aspects mentioned, the process continues with the selection test phase.

4.4.1.1.3.4 Selection Test

Selection test is conducted after the initial screening and received potential candidates. The candidates have to complete the selection test to be able to move to the next phase. It is useful to filter the candidates. Each company has its own kind of test to seek the best applicants in the current stage.

Cretivox conducts selection test after the previous steps have been completed. The company gives assignments to the applicants and they need to fulfill and complete the assignments before the time limit.

“Dia biasanya dikasih assignment apa, gitu kan. Terus kita nilai bareng-bareng. Itu, mungkin dari C levelnya sama kepala divisinya.” (Creative Group Head)

“The applicants are given a kind of assignment. Then, we score them together. It is maybe from the C levels with the division heads. (Creative Group Head)

The company provides assignment related to the job position for the applicants. The assignment will then be reviewed and scored. The process involves C levels and the division head of the vacant position. The company named the selection test as ‘endurance test’ which explained by the CEO of Cretivox.

“...nanti ada endurance test di situ sebelum ke, jadi itu saringan pertamanya ada endurance test...” (CEO)

“...there will be an endurance test before, um so it will be the first filter which is the endurance test...” (CEO)

The observation result supports the data. Based on observation, the applicant has to complete an online endurance test which was given through email replies. The test is different regarding each position and level. Some of the job roles have a test that is connected to the next phase, which is the interview session.

“Kalau waktu itu gue dikasih tugas dulu kayak misalkan gue dikasih waktu itu produknya adalah gongcha itu gue suruh present pada besoknya interview.” (Account Executive Staff)

“Back then, I was given a task like I got gongcha as my product and it was needed to be presented on the following day during the interview...” (Account Executive Staff)

4.4.1.1.3.5 Interview

The interview is a phase in which the potential applicants have to face the representatives of the company. The process is conducted to acquire information from a person. It is being done in a question, answer, and discussion session. It can be used for the company as an insight toward a specific candidate, whether the candidate is suitable for the job or not.

“Nah so, itu lah tugas kita untuk, eh, kurasi dimana pas kita lagi wawancara kita lihat nih, ini orangnya seperti apa, apa segala macem, backgroundnya dengan memancing pertanyaan-pertanyaan psikologis sebenarnya.” (CEO)

“So, it is our job to, um, curate when we conduct the interview, we see like what kind of person he or she is or any kind of it, the backgrounds by actually giving psychological questions.” (CEO)

Cretivox’s CEO says that the company conduct the interview to curate and filter the candidates. The information they are looking in a person are:

1. Biodata
2. Persona (what kind of a person he or she is)
3. Background

In order to do that, the interviewer ask psychological questions besides technical or skill-related questions. An interview sample, the Account Executive staff shares her experience while attending the company’s interview phase.

“Yaudah besoknya gue dateng gue interview, kenalan sama C levelnya lah, sama head divisi gue terus ditanyanya lah mengenai personality segala macam tentang pekerjaan juga di kantor lama kayak gimana terus baru gue present tentang tugas yang dikasih terus yaudah habis itu dikasih tau lah ini kurangnya apa lebihnya apa segala macam.” (Account Executive Staff)

“Okay then, I came the next day for the interview, I met the C levels alongside with my division head, then I was asked about my personality and other things. I was also asked about my past work experience in my previous workplace, and finally present my assignment which was given before, and finally, I was informed about my

weaknesses and strengths, such as that.” (Account Executive Staff)

The company seek the candidates background by asking their past work experience. Some of the candidates also have to present their endurance test which was given in the previous phase during the interview session. It turned out that the company also informed the candidates strengths and weaknesses right after the interview. Those interview processes are being one by the C levels and the position’s division head.

4.4.1.1.3.6 Background Investigation

The background investigation process can be defined as finding as much information as possible to see a candidate past experience. The experience includes past work experience and personal life backgrounds. It is useful to understand a person mind and act based on the backgrounds. Coincidentally, Cretivox start conducting the investigation during the interview phase and will continue after.

“Ya, penting banget sih background check, yang pasti pertama background check ya. Background checknya gak cuman dari yang, yang, lagi-lagi bukan cuman yang official ya, tapi juga yang unofficial nih. Ya, salah satu contohnya misalkan kita buka ini mungkin sangat an.. apa, eh, cringe gitu ya kalau didengerin ya. Kita tuh buka Instagram dia, kita buka, kita lihat socializanya gimana, dia sama temen-temennya. Terus, yang lebih tidak kalah penting buka twitter dan ketik namanya di situ karena banyak banget orang-orang yang bermasalah kan, bukan cuman bermasalah dari sisi eh, dari sisi apa namanya, nama baik misalkan, atau gak mungkin ada orang yang pernah menceritakan dia tentang masa lalunya atau bahkan ada inian ya, apa namanya, eh, video leaks skandal itu banyak banget dan, dan kita sangat menjaga dari hal itu karena kita perusahaan public yang semua orang melihat, jadi ke, eh, semua karyawan di sini adalah citra perusahaan ke luar jadi kita harus menjaga nama baik dari, dari skala terkecil, yaitu pribadi masing-masing.” (CEO)

“Yes, background check is very important, it is definitely the first one, background check. The background check is not only um, not only the official one, but also the unofficial. One of the examples is um, it can be very cringe to heard. We open their Instagrams, we see how they socialize with their friends. Then, another thing that is also important is looking at their Twitters by typing their names. Because there is a lot of problematic people, not only from the um, their reputation, nor only those who told their pasts, but also there is um, their leaked scandal videos which happens to be a lot, and we are preventing from those things because we are a public company which everyone see, so um, every employee in here, is company’s representative to externals. So we have to defend our good reputation from the smallest scale which is our ownself.” (CEO)

The Cretivox’s CEO explains about background investigation done by Cretivox. The company conduct official and unofficial investigation. The candidates’ social media and their informations in internet are being considered by the company in this process. The social media are Instagram and Twitter. The company reason to do background check is to defend their employees’ good reputation in order to maintain the whole company’s reputation.

4.4.1.1.3.7 Physical Examination

Physical examination is a process of examining a candidate’s physical qualities. It is used for job-related purposes. It can give an overview of how a person might be able to do tasks based on the physical qualities. It can be considered as important because it provides the information of efficient execution of the task the candidate may do.

Cretivox does not have any physical examination in its selection process. The potential candidates automatically being moved to the next phase without any physical check. However, the CEO has thought about this case and explain it during the interview. He believes that physical examination which is also known as medical examination is important and may be applied in the future of the company.

“So, kayaknya kurasinya di depan tuh kita pengen tambahin dia harus ada check up ini ya, medex kalau di apa namanya .. penerbangan tuh atau di TNI gitu-gitu namanya medex. Jadi medical check up di mana kita bisa tahu lah ini penyakitnya apa sih atau dia aman ga sih dari narkoba, gitu.” (CEO)

“So, perhaps in the future, we want to add a check-up for the candidates which called um, medex in um ... aviation or in military is called medex. So, a medical check-up can be useful for us to know a person’s illness or is the person free from narcotics, such as that.” (CEO)

4.4.1.1.3.8 Approval by Appropriate Authority

The approval process is the first discussion process to decide the final potential candidates. It involves several parties to gather together and argue between one another. The process has to create an output of which candidates have surpassed the criteria and will be offered for the position. The interview samples explain the process and whom are involved in such practice.

“Itu, mungkin dari C levelnya sama kepala divisinya. Terus ya udah, dirembugin aja gitu. Oh ini bagus nih, oh ini cocok, ini mungkin fit di sini, ini kerjanya bagus sih. Kayak gitu sih.” (Creative Group Head)

“It is maybe from the C levels with the division head. Then, it will be discussed like ‘oh this one is good, this one is suitable, this one may fit in here, this one can work good.’ Such as that.” (Creative Group Head)

Cretivox authorities in the approval process consists of C levels and division head. For example, a talent coordinator staff is approved by the Chief Communication Officer (CCO) alongside with the other C levels and the Community Manager as the user. The candidate who passed the phase will be informed. Then, the candidate will receive offerings for the applied job.

4.4.1.1.3.9 Final Employment Decision

The final employment decision process is the following phase after the company decide the worthy candidates to be offered. The company informs the essential information needed by the candidates regarding their job. It can be position, rank, salary, and other terms. The candidate may counter offer the company and the negotiation process may occur. The interview samples explain their knowledge about Cretivox’s offering process.

“Jadi maksudnya biar both ways itu agree jadi biasanya kita kayak negotiatin untuk ehm.. gaji dia, terus kita offeringnya apa aja gitu kan..kayak.. pajak tuh kita yang tanggung lah misalnya atau kayak gimana-gimananya itu kita udah jelasin dari awal, kalau dia udah oke baru tandatangan, terus abis tandatangan baru kita kayak.. ada sesi kita ngobrol lah in depth sama usernya juga kayak tugas lo tuh ngapain aja sih gitu,” (Operation Manager)

“So, to make an agreement in both ways, we do negotiation for um, like their salaries, what we (company) offer, such as tax responsibility is on the company’s side, or other things that we explain it initially. If the candidates agreed, then they have to sign and we are like um, have an in-depth discussion with the users to understand like what are your tasks, such as that.” (Operation Manager)

Another respondent supports the Operation Manager statement. She experienced the offering phase and had a negotiation with her division head.

“Terus habis itu ada lagi sih satu kali lagi interview online lagi sama headnya itu untuk nego-nego lah benefit apa aja yang didapat gitu habis itu baru deh.” (Account Executive Staff)

“After that, there in one more online interview with the (division) head to negotiate the benefits that I could receive, and so on.” (Account Executive Staff)

Cretivox final employment decision is conducted remotely or online. The company representatives offer the candidates using phone or online meeting platform. The company informs the candidates about their tasks, responsibilities, and other job-related terms and conditions. Following that, the company makes an offering about the salary and benefits. The candidate may negotiate the offering and make a counter offer. After both parties agreed upon a decision, the candidates have to sign a employment form.

The new employees will receive an unofficial onboarding session with the company. It is conducted on the first day of work. The company representatives explain about the company’s general information, culture, behavior, and will narrow to the new employee’s task, work flow, and connection between divisions. The Creative Group Head explains about the onboarding during the interview session.

“Nah kalau di sini ya, mungkin day 1 itu lebih ke ngejelasin mungkin masih agak formal gitu, ngejelasin gimana divisi yang lain dengan divisi-divisinya.” (Creative Group Head)

“Here, maybe on the first day, it is more to explain quite formally, like explain about the other division

(connected) with another divisions.” (Creative Group Head)

4.4.1.1.3.10 Evaluation

Evaluation is a process to review an employee performance after being hired by the company. It can measure the successfulness of a hiring and selection process by doing periodic evaluation. Each company has its own way to evaluate their employee. Cretivox as company that run without HR department, conduct the evaluation process in a way that is explained by an interview respondent.

“Jadi ya kita bener-bener lihat langsung cara kerjanya gimana, attitudenya gimana, habitnya gimana, kalau emang cocok, lanjut ibaratnya gitu.” (CFO)

“So, we seriously look at their works, their attitudes, their habits, and if they are suitable (with the company’s expectation), they can proceed (to be fully employed after probation). (CFO)

The company’s CFO says that the company see a number of aspects to evaluate an employee, especially during the probation stage. First, they evaluate the employee’s work. Second is about attitude. Third would be the habit. The evaluation process can help the company to decide the status of an employee.

4.4.1.2 Training

In the Human Resource Management (HRM) function concept, training is the second function. It is known as the process of providing new skills and competencies required for the company’s workforces. Developing the human resource can assist the company to grow better. It is useful in maintaining the employees’ capabilities to perform tasks at their best. It has been studied in the past that training has a significant result to organizational performance.

To understand Cretivox in implementing the training function, this research designs a specific question. The question points out more on the employee development program. Nevertheless, it can be considered as similar with the training program. The interview question is as follow:

“Bagaimana cara perusahaan mengembangkan karyawannya?” (Interviewer)

“How do the company develop its employees?” (Interviewer)

The question then being asked to the interview respondents. Each respondent has their personal answer, yet still have a connection between one and another. The result shows that Cretivox has applied the training program, but in informal way.

“Untuk training tuh lebih, trainingnya mungkin lebih ga..non formal kali ya...” (Operation Manager)

“The training is more um, it is maybe more um, in informal way perhaps...” (Operation Manager)

The Operation Manager says that the company conduct training. However, the trainings are conducted informally. Another respondent says a similar statement regarding the informal training.

“Program dari perusahaan ada cuman ga, not in a formal way kayak harus gini, harus gini, harus gini, lebih ke sharing session mungkin ya.” (Art Director Staff)

“Program from the company is existed, but not in a formal way specifically like this, or that, it more like a sharing session perhaps.” (Art Director Staff)

The Art Director staff adds that the company is actually conduct informal training. The training method is more of a sharing session. From the observation, the sharing session method can be confirmed for the training program and it can be considered as informal. To understand better, the training process is analyzed further.

4.4.1.2.1 Training and Development Process

The terms training function in the Human Resource Management (HRM) concept is also known as Training and Development (TnD). The training and development concept has 5 processes. Those processes are needs assessment, shaping behavior, TnD design, TnD deliverance, and TnD assessment.

4.4.1.2.1.1 Training and Development Needs Assessment

Needs assessment is the first process in training and development. It is a process of information gather regarding training needs. It is conducted to assess the required things for creating a training program. This initial process may benefit the company in providing an overview toward necessary training to be implemented.

The interview results show that Cretivox apply the TnD needs assessment process. The Account Executive staff who is representing the junior staff level, says that training needs is depending on the division. Each division has its own needs. Their needs are various between one and another.

“Pastinya harus melihat dari masing-masing divisi dulu kan, kayak marketing misalnya butuh apa dari masing-masing orang tuh masing-masing karyawan butuhnya apa kayak misalkan gue gitu misalkan gue kurang dari strategis nya berarti kan gue sendiri harus ikut les segala macam, itu menurut gue baik juga kalau disupport sama karyawannya. Terus beda lagi kalau misalkan emang GD misalkan kurang di pengetahuan tentang desainnya itu berarti kan harus course segala macam.” (Account Executive Staff)

“Definitely, we have to see from each division like marketing in example, what do they need regarding each of the employee like what each of the employee needs. In instance of myself, if I am lacking in strategic aspect, then I personally have to take course and I think it is a good thing if it is being supported by the employee. In other hand, if GD (Graphic Design) is lacking knowledge about design, then they have to do course or some sort of it.” (Account Executive Staff)

The Account Executive staff provides an example of needs assessment regarding the division. In more detail, the training needs may come from an employee. The company also encourage its employees to take courses regarding the skills they are lacking of. In addition, the Creative Group Head adds the process of needs assessment.

“Nah, cara ngonsep ini sebenarnya nggak, tadi sih masih tradisional, masih yang ngobrol-ngobrol, eh kita bikin kelas yuk. Jadi cuman kayak celetukan-celetukan yang akhirnya dijadiin gitu.” (Creative Group Head)

“So, to concept this, it is actually not um, still traditionally, still coming from a chit chat like “hey, let’s create a class”. So, it may only come from a random discussion that eventually be conducted.” (Creative Group Head)

4.4.1.2.1.2 Select How to Shape Behavior Through Training and Development

In shaping the behavior, the company has to think methods to deliver the training. The method can be extracted from a learning theory. This process is useful to determine the training and development design on the next stage. Company usually thinks about this process to ensure that the training will give a positive impact toward the employee performance.

“Biasanya kita udah jug, udah ..juga punya tempat langganan gitu, biasanya kita camping karena biar di situ ada bonding juga kan, ada ngobrol...” (CEO)

“We usually have um, have a usual place. Commonly, we do campings because there will be bondage in there, there will be discussions...” (CEO)

Doing camping with the employees become one of the Cretivox’s way to shape behavior. The company shape the behavior through the expected actions on camping session. For example, by having a discussion which may lead to informal off-the-job training.

Cretivox consider several skills in shaping behavior. The Operation Manager says in the interview session that the company train not only the hard skills, but also the soft skills. It is done to build the character. The end result is expected for the employees to have Cretivox DNA.

“Dan basically, kita ga cuman skill.. hard skill yang diajarin, tapi juga kayak soft skill, sama kayak gimana nebuild the characternya aja sih sesuai dengan DNA nya Cretivox.” (Operation Manager)

“And basically, we are not only teaching hard skills, but also soft skills, like how we build the suitable character to match the DNA of Cretivox.” (Operation Manager)

4.4.1.2.1.3 Training and Development Design

After having needs assessment and planning the behavioral shaping, the company needs to design the training and development program. It can be defined as a process of concepting the teaching method to the company's employees. This process is highly connected with the needs assessment result. The priority needs can be converted into training designs.

The process of designing the training in Cretivox is explained by the interview respondents.

"Uhm.. pasti tuh di.. udah ditentukan dulu dari awal temanya apa. Terus dari kita juga milih siapa yang cocok nih buat pembicaranya kasarnya, siapa yang cocok jadi pengisi acara ini. Abis itu ya kita kasih kepercayaan ke dia, dia review dikit sama gue sebagai operation manager juga kayak ini in line ga sih sama apa yang pengen kita omongin dari awal." (Operation Manager)

"Um.. it is definitely .. has been decided earlier for the theme. Then, we choose the suitable speaker I might say, like the one who become the guest. Then, we delegate our trust to the speaker, and it will be reviewed by me as operation manager like whether is still in line with the things that we wanted to talk about earlier." (Operation Manager)

Cretivox start the TnD design process by deciding the training theme. The theme has been discussed earlier by the representatives of the company. After the theme has been decided, the company seek for the suitable speaker. The speaker has to discuss about the expected topic that the company has set. While the speaker prepares for the training, the Operation Manager keeps track of the training preparation. Everything has to be in line with the earlier planning.

4.4.1.2.1.4 Training and Development Deliverance

Training and development deliverance is a process of conducting the designed training to the employees. The deliverance has to be in a certain method. It is useful to ensure the efficiency of the training. It can be said as the implementation of the training design that has been planned previously.

The interview results show that Cretivox delivers the training program according to the training type. The weekly class is conducted regularly almost every week. The camping is done once every five months, following the internship program timeline. While for the hatching academy program, it was only done once.

"Terus kita eh, ya hari kita udah tentukan, biasanya kita udah nentuin hari, biasanya hari rabu, eh, jam sepuluh biasanya pagi-pagi biar masih fresh, terus abis itu ada konklusi..." (CEO)

"Then we um, we set the day, usually we already set the day like every Wednesday, um, usually at 10 o'clock in the morning because it is still fresh, and there will be conclusions..." (CEO)

The CEO explains the deliverance of the weekly class. It usually being conducted every Wednesday morning. The training will end in a conclusion session. Additionally, another interview sample says about the training deliverance.

"Terus udah langsung eh, kita langsung set tanggalnya, kita kumpulin anak-anaknya, udah..merek.. dia buat kelas di situ, dinotes juga, maksudnya kayak masing-masing punya mental notes, kalau misalnya dia butuh catatan eh, dia butuh nanya lebih dalem juga bisa, terus kalau biasanya sih di dalem situ kita minta selipin games-games juga jadi biar ga sekedar belajar gitu, jadi secara praktek langsungnya kayak gimana sih, gitu." (Operation Manager)

"Then, we set the date right away, we gather the people, and the speaker conduct the class over there, and also being notes, I mean like everyone has their own note, like if they need to ask um, ask more details, it is possible. We also add games to the session, so it is not just about learning, we teach how to practice the lesson too." (Operation Manager)

The Operation Manager explains that after setting the training date, the company gathers the people. The training will then be conducted on the place where the people have gathered. While the speaker is presenting, the audience can write notes regarding the materials. It is also possible to ask questions during the training process. The training designer also add games to the session to make the learning more practical rather than only theoretical.

4.4.1.2.1.5 Training and Development Assessment

The training and development assessment is the process conducted after the training has been done. It can be defined as the process to test the trained employees about the materials that have been taught. It is useful to measure the effectiveness of the training program. The assessment method can vary depending on the company.

Cretivox does not have a direct assessment toward their training programs. There is no test in evaluating the training. Nonetheless, the company assess the result in other way. Cretivox has a periodically evaluation session called weekly and monthly report. The CEO of Cretivox explains about the method in assessing the training result.

“Kita kan ada weekly report ya. Ada monthly report. Jadi, kita tuh kenapa membuat report? karena untuk tracking. Bukan cuman tracking, dari apa, dari traction perusahaan ya, kemana nih, terus juga salesnya berapa segala macam, tapi juga kepribadian masing-masing. Ya kita bisa lihat dari outputnya lah, apa yang mereka kerjakan kan, keluarnya outputnya kreatif gitu karena kreatif kan gak ada metrics. Tapi, ketika itu dilempar ke sosial media dimana di situ ada metricsnya apa segala macam, akhirnya bermetrics gitu.” (CEO)

“We have weekly report and also monthly report. So, why we decided to make report? Because it is for tracking. Not only for tracking um, tracking the company’s traction only like sales, but also personal attitude. We can see from the outputs that they have worked on, it generates creative output and ut does not have metrics. But, if it is being allocate to the social media where there will be metrics or some sort, it will eventually metricable.” (CEO)

The training result can be seen in the weekly and monthly report. For tracking outside the report period, the company might look at the social media traction. The CEO of Cretivox adds his answer about social media traction.

“Instagram segala macam metricsnya adalah misalkan, ya tadi traction, terus juga dishare berapa sih ini yak. Kita ngomongnya gini aja deh, viral gal viral. Tapi kalau viral gak viral kan terlalu subjektif ya...” (CEO)

“There are a lot of metrics in Instagram such as um, the one about traction, and how many times that this (content) has been shared. Let’s say if it is viral or not. Yet, it is too subjective to set viral.” (CEO)

4.4.1.2.2 Training Programs

Cretivox provides a number of training programs. These programs are expected to develop the employees. It may develop the hard skills which are technical, or even their soft skills. The CFO of the company explains about the training programs in Cretivox briefly.

“Perusahaan mengembangkan karyawannya itu, paling kita biasanya, kadang-kadang sih ada weekly class. eh, yang atau engga, kita ada, ada hatching, hatching academy, itu kayak pelajaran-pelajaran gitu lah sebelum weekly class. Cuman, dari eh, dari teman kita lah gitu. Terus paling ya, paling biasanya kita ada, ibaratnya kita research-research sendiri dan yaudah kita langsung nyampein ke orangnya itu langsung biasanya, kayak, kayaknya lo harus kayak begini deh, kayaknya lo harus begini deh, gitu sih paling.” (CFO)

“The company develops its employees is, sometimes we have a weekly class at least, um, which we also have hatching, hatching academy. It is a compilation of lessons before weekly class. However, um, it is from our friend. Then we also have, um like having our own research and teach it to the specific person, like ‘you have to be like this, I think that you have to be like that,’ such as that.” (CFO)

He explains that the company have a weekly class program. The company also provide a lesson or a course for the employees which is called the hatching academy program. Based on observation and interview, the program is a partnership between Cretivox and Hatching Academy to create a several months course for the Cretivox’s interns. The company also does the informal learning by delivering lessons to a specific person verbally.

4.4.1.3 Appraising and Compensating

The third function in the Human Resource Management (HRM) function concept is appraising and compensating. This function is also known as performance management. It is a process of defining expectation from the company and the employee. The consequences of the appraising process is called compensation which is something in return for the employee’s performance.

Cretivox has applied the third HRM function. But it has not been realized fully by the people in the company. Based on the interview result, the employee says that appraising and compensating are conducted in the company, but not in a proper way.

“Terus kalo untuk appraising and compensy.. eh .. compensating tuh sebenarnya belum, belum ada banget ya karena biasanya sih kalo kita itu peraturannya blom tok.” (Operation Manager)

“Then, for the appraising and compen, um, compensating, are actually not existed fully because we have unstrict rules.” (Operation Manager)

Cretivox has applied the functions. However, the appliance has not been done completely. There are no rule or guidance to conduct the appraising and compensating function. To understand better, each of the process will be analyzed in the following.

4.4.1.3.1 Appraising

Appraising is a process of evaluating an employee’s performance. It usually occurs in a specific time period. It is also known as performance review or performance assessment. Each company has its own method in reviewing their employees, including Cretivox.

Most of the interview respondents says that the company has already conduct appraising process but not in a proper way. A respondent explains that the company reviews an employee task and the performance.

“Hmm, sejauh ini kita tidak pernah melakukan appraisal yang proper ya.. jadi biasanya kita dari pandangan masing-masing apalagi eh, ah..atasan-atasan gitu.” (Operation Manager)

“Um, we have not done proper appraisal so far, we usually do it (review) from our personal view, specifically from the heads.” (Operation Manager)

In reviewing an employee, the position’s head involve in the process. The users see the employee’s performances by reviewing the works. The CFO explains about the aspect that is reviewed in the appraisal process.

“Dari kerjaan yang diberikan, abis itu apakah bisa kelar sesuai deadline, abis sesuai deadline apakah sesuai kualitas yang diinginkan. Yaudah dari, dari situ doang nilainya.” (CFO)

“From the tasks given, then can the employee able to finish it before deadline, and can they do it according to the expected qualities. That is the only thing that is reviewed.” (CFO)

Besides completing task before deadline, the employees have to surpass the expected quality. It was given by the company in the deliverance of the tasks. Those things are reviewed by the company. In addition to that, the Account Executive staff explains about the appraisal process according to her department which is marketing.

“Ada review cuma nggak by form, kalau misalkan kita direview itu by meeting-meeting aja paling kayak misalkan gue sama head gue sama senior gue gitu apakah gue sudah sesuai dengan peraturan perusahaan, target gue, terus apa yang harus diimprove apa yang memang udah bagus sebenarnya gitu sih jadi nggak kayak yang by form tapi kita langsung ngomong satu divisi gitu sama headnya sama senior gue.” (Account Executive Staff)

“There is review but without form. We are reviewed by meetings like me and my head, me and my seniors, like whether I have been in lined with the company’s policies, about my target, and what do I have to improve which has already been good. So it is not by form but we directly discuss inside a division with my division head and seniors.” (Account Executive Staff)

In other hand, the creative division inside the company has applied appraisal process. The division done it differently with the other divisions. The Art Director staff explains the creative department appraisal process during the interview.

“Jadi tahapannya kita ada format paper, di situ isinya eh, kita kirim nih ke, ke applicant.. bukan applicant ya,

ke employee nya. Mereka suruh ngisi apa yang pengen mereka peljarin, blablablablabla, mereka respon, mereka isi, abis itu sama mereka ngisi ini.. eh, semacam chart gitu lah, kayak satu sampe sepuluh, menurutlu berapa nih eh, value perusahaan yang udah lo penuhin. Misalkan lets say on time, dia rate sendiri satu sampe sepuluh berapa, critical satu sampe sepuluh, communication bla bla bla and so on and so forth, nanti selesai dari employeenya isi, direspon lagi sama usernya, kayak oh kita bisa bantu kalian di sini, dan kayaknya kalian bisa improve di sini, dan, di, apa, di bagian angka-angka itu, dimatching lah kayak oh menurutlu lu udah on time tujuh, tapi menurut gua masih kurang on time sih kayak lo masih enam atau lima, mungkin bisa dikembangin di situ. Nah setelah diisi lagi, mereka berdua one on one lah ngobrolin, kayak kenapa keluhannya, bla bla bla bla bla, dikasih advice, gitu kalau untuk learning plan.” (Art Director Staff)

“So, for the steps, we have format paper, which consist of um, we send it to the applicant, oh not applicant, to the employees. They have to write what are the things that they want to learn, bla bla bla, then they respond, they fill, and they fill this kind of, um, chart like on a scale of one to ten, how much of the company’s value that you have achieved. Let’s say about ‘on time’ aspect, they have to rate one to ten, then about ‘critical’ aspect in one to ten, the ‘communication’, blab la bla and so on and so forth. When the employees finished, the users will respond like ‘oh we can help you on this, I think that you can improve on this’ and in the scoring part, it will be compared like ‘oh you think that you score on time aspect on seven, but I think you are less than that like six or five, maybe you can improve it there’. After they (employees) fill once more, both of them (user and employee) will discuss in one-on-one like the comments, blab la bla, giving advice, and some sort of that things for the learning plan.” (Art Director Staff)

It turned out that the creative department has applied more advance appraisal system. The review involves the employee’s perspective and the user’s perspective. Then, they will have a one-on-one session to review the performance. This indicates that the company has implemented the advance system only in certain divisions. The Creative Group Headsupports the statement on his interview.

“Kalau yang gede, enggak. Tapi kalau beberapa divisi sebenarnya udah ada yang nerapin.” (Creative Group Head)

“Not in a big scope, but for certain divisions, it (appraisal) has been applied.” (Creative Group Head)

4.4.1.3.2 Compensating

Compensating is the beneficiaries that the employees get. It can be defined as the trade that the employees get in return of their works. It is connected with the appraisal process. The appraisal process can show the overview of an employee performance which can be the insight for giving compensation.

Cretivox provides compensation to its employees. The interview result shows that the company gives a number of compensations. The CEO says that the company gives salary and social security administration of health (BPJS).

“Jadi, kompensasinya kalau secara perusahaan sama mungkin seperti yang lain ya seperti gaji, ya benefitnya gaji sama BPJS, sama ketenagakerjaan.” (CEO)

“So, for the company compensations maybe it is similar with the others (company), like salary, and the benefits are social security administration of health (BPJS), and worker’s BPJS.” (CEO)

Besides salary and BPJS, the company also provides other beneficiaries. The CFO explains that there are more compensations for the employees.

“Tunjangan sebenarnya gak begitu besar sih. Paling abis gaji, ya paling THR sama bonus paling.” (CFO)

“Allowance is actually not that big. Besides salary, there is THR holiday allowance and bonuses.” (CFO)

The CFO says that Cretivox has provided allowance and bonuses. Those benefits are occasionally, depending on the situation. For example, holiday allowance may be given during the *Ramadhan* season. In addition, another interview respondent says that there are other benefits which is reimbursement.

“Reimburse ada juga sih. Itu lancar-lancar aja sih kalau reimburse. Nggak pernah ada masalah sih yang gue rasain.” (Creative Group Head)

“There is also reimbursement. It goes pretty well for the reimburse, I have not got any problem about it.” (Creative Group Head)

The reimbursement applies to operational and also health needs. For example, the company can provide reimbursement to eyeglasses because it is included in the employee's health needs.

However, the company has not provided clear information in several compensations. According to the interview, a respondent says that he is still confusing about the leave allowance.

“Nah kalau hari cuti agak, agak gimana gitu. Mungkin di sini nilainya masih agak, gue nggak tahu ya salahnya di mana, tapi agak kesannya tuh ngambil cuti tuh agak lu harus doing something gitu yang mampus.” (Creative Group Head)

“For the leave allowance, there is something um, maybe it is quite um, I'm not sure which part is not right but it feels like taking a leave allowance is required for you to do something very extra first.” (Creative Group Head)

The Creative Group Head says that leave allowance has been provided by the company, but it is quite bothering to take it. The employees feel like they have to do something extra in order to be able to take the leave allowance. However, it is not stated clearly in the company's policy which emerged the employees' assumptions.

4.4.1.4 Attending Labor Relations, Health and Safety, and Fairness Concerns

The fourth function of the Human Resource Management (HRM) is attending labor relations, health and safety, and fairness concerns. This function consists of three main points, employee relations, health concerns, and safety concerns. The employee relations are the interaction processes between employees. The health and safety concerns are the company's attentions toward employees' health and safety risks.

Cretivox has applied this function. The interview with the Operation Manager gives an insight about this function. The company has provided attentions toward the employees' health and safety. It can be proven by the health care programs that the company offer.

“Udah.. udah cukup, udah cukup ada sih. Maksudnya kan kayak maksudnya kayak healthy and safety tuh kita biasanya kan emang eh, dari kantor sendiri full ngebayarin BPJS kesehatan kita kan.” (Operation Manager)

“Well ... it is well existed. I mean like the health and safety concerns are usually provided from the office by paying fully for the health BPJS of ours.” (Operation Manager)

4.4.1.4.1 Employee Relations

Cretivox develop a specific relation between the employees. Based on observation, the company has thin boundaries for the employee interactions. The Cretivox representatives also support the observation result. The Cretivox's CEO says that the company believes that the employee relation is their advantage point.

“Ini ada satu advantagenya ketika perusahaan itu, apa namanya, berjalan masih dengan rasa kekeluargaan gitu karena di perusahaan ini akhirnya tidak ada, apa, batasan.” (CEO)

“There is an advantage when a company, um, runs with family orientation because there will be no um, boundaries.” (CEO)

The employee relation in Cretivox is based on family orientation. There are possibilities that the employees have more than work connections. The personal connections may develop. It is due to the fact that the family orientation become the basis of the interaction. Moreover, the Creative Group Head of the company added his perspective toward it.

“Di sini mungkin sangat baik kali ya atasan sama bawahan. Jadi mungkin gara-gara masih umur-umurnya yang di range-nya nggak begitu jauh ya sangat baik sih. Mungkin bukan sangat baik, mungkin dekat banget. Nah itu kan ada plus-minus-nya juga gitu. Tapi ya mostly baik sih.” (Creative Group Head)

“The heads are very kind with their subordinates here. So, maybe it is because the age range is not that wide

here, so it is good. Maybe it is not kind, but very close. So, there will be plus and minus about it. But mostly, it is good.” (Creative Group Head)

In addition to the relation, the company has a culture in it. This culture emerged from the behaviors that have been applied since the establishment of Cretivox. The CEO explains about the Cretivox culture. This culture is believed to be very impactful for the company.

“Semuanya berjalan begitu baik, culture di sini oke banget, kita punya culture yang eh, kita ngomongnya teknologi ya ini yang gak pernah dipake, jarang sekarang dipake sama perusahaan-perusahaan lain gitu, greetings. Sorry, maaf, tolong, thank you, terima kasih, selamat pagi, selamat siang, makan bang, gitu-gitu itu penting banget karena saya yakin perusahaan ini bakal berkembang dan ketika ini berkembang, kita mungkin sekarang masih satu lantai, besok ketika sepuluh lantai, dengan greetings, itu bisa apa sih ya, apa, jadi glue gitu.” (CEO)

“Everything goes so well, even we have a great culture in here, we have culture that um, we are talking about technology that are rarely used in other companies, which is greetings. Saying sorry, please, thank you, good morning, good afternoon, enjoy your meal, and other kind of that which are important because I believe that this company will grow and when it has grown, maybe we only have one floor at the moment, when we have ten levels in the future, these greetings culture can um, work as a glue.” (CEO)

Cretivox has greeting cultures which believed to be rarely applied in other companies. The culture encourages employees to greet between one and another. It involves three basics word, which are please, sorry, and thank you. The CEO believes that greetings culture can become the glue of the company in the future.

4.4.1.4.2 Health Concerns

Cretivox concerns about its employees. There are compensations that support the employees' well-being. Some of it have been said in the previous subsection. The company's Operation Manager explains about the company's concern toward employees' health during the interview.

“Um, kesehatan kan ada secara fisik dan mentally ya, um.. kalau secara fisik ya pasti ya.. bisa dibilang oh mungkin ada ketersediaan alat-alat, eh bukan alat-alat yaa.. kayak maksudnya ada vitamin, ada kawan-kawannya gitu kalau misalkan dibutuhkan toh.. kalau misalnya ternyata gaada, itu pasti diusahakan untuk diadakan gitu misalnya. eh, terus lain-lainnya sebenarnya lebih ke gimana caranya mereka pendekatan ke kita aja sih kayak mentally things misalnya kayak kalau kita lagi ngerasa down banget ya pasti kelihatan kan, terus mereka pasti ngajak kita bicara juga sih kayak lu kenapa, gitu-gitu.” (Operation Manager)

“Um, there are physical and mental for health, um, physically, it can be said that there are tools, um not tools, but like vitamins and others if needed. Even if those are not available, those things are attempted to be stored. For example, um, the other thing is about how they (company) try to get close to us like mentally things. In instance, when we feel we are down, it has to be obvious, and they (company) will talk to us like ‘what happen?’.” (Operation Manager)

The company cares about a person's health. It turned out that the company does not only concern about physical health, but also mental health. In addition, during the COVID-19 pandemic session, the work environment is different and more fragile. Cretivox also provides COVID-19 preventive tool kit which is explained by CFO.

“...kayaknya kita harus sediain masker, harus sediain vitamin, harus kadang-kadang semprot disinfektan setiap kali, eh setiap berapa kali seminggu, gitu sih paling.” (CFO)

“...we think that we have to supply masks, vitamins, spray disinfectants occasionally, um like several times a week, such as that.” (CFO)

4.4.1.4.3 Safety Concerns

Inside a workplace, the safety of the job is a thing that has to be concerned of. Cretivox is a media company where most of the workers do medium to low risks activities. The observation result shows that the company has not provided safety tools. The CEO explains about the company safety concern in his interview session.

“Nah, ini kayaknya belum ada sama sekali nih, sejujurnya gitu karena keselamatan kerja itu kan berarti kan sekarang berhubungan dengan eh, ketika mereka sedang melakukan pekerjaannya kan, gitu-gitu masing-masing

kan. So far sih, ini bukan satu pekerjaan yang heavy duty ya, kecuali anak produksi mungkin. Itu juga mereka belum, belum sampe yang harus naik tangga tinggi ke atas gitu-gitu, belum lah, masih oke lah dari segi keselamatan.” (CEO)

“We have not had it at all. Actually, safety at the workplace means it has to be something when they (employees) are doing their works. So far, it is not a heavy-duty job, except for production team. Yet, they also have not had to climb tall ladder or some sort of that, so it is still okay for the safety aspect.” (CEO)

The production team has more field-based tasks compared to other divisions. They do tools set-up and also preparing the shooting set. For preparation, the production team usually paint the studio before shooting day. During the painting session, the company concerns about the safety aspect of the workforce which is explained by the Art Director staff in his interview.

“...cuman mungkin kayak anak produksi yang naik tangga, atau ngecat atau gimana, mungkin sebatas, cuman gaada sih sebenarnya, mungkin kalau misalkan lagi ngecat pake masker, dikasih masker, paling itu aja sih sebenarnya.” (Art Director Staff)

“...at least, like production team who climb ladders, paint (the studio), or else, maybe it is just, um it (safety) is not there actually. Maybe when painting, they use masks, were given mask, and that is all.” (Art Director Staff)

4.4.2 Employee Experience toward HRM Functions

In this section, the analysis focuses on the employee personal thoughts and experience toward the appliance of Human Resource Management (HRM) functions in Cretivox. This section can provide insights toward the effect of HRM functions in Cretivox without the existence of HR department. Each of the interview respondent is asked about their experience that are related to HRM functions. Each of the respondent answers what they feel or experience during working in this company.

The interview questions are designed to be more personal in this section. The interviewer asked about the HRM functions effect on each of the respondent. The interview question is as follow:

“Apakah anda merasakan efek dari Human Resource Management (HRM) function di perusahaan ini?” (Interviewer)

“Do you feel the Human Resource Management (HRM) function effect in this company?” (Interviewer)

Each respondent gives their thoughts about their experience in feeling the HRM function effect. Most of them have felt the effect, but not the entire functions yet. The CFO gives his opinion toward the topic.

“Hm, ya sangat merasakan sih tentu ya, cuman eh, ya ternyata ada yang kelewat lah gitu. Gitu aja sih.” (CFO)

“Um, I totally felt that (the effect) for sure, but um, there are some (function) missed. That’s it.” (CFO)

He says that he has personally felt the effect of HRM function. However, there are still some functions that has not been perceived. To understand further, the following subsectors will provide insights about the employee experience perspectives.

4.4.2.1 Company Care Rating

Company care can be defined as the attention that the company gives toward its employees. The attention can be in forms of various aspects. It could be emotionally, physically, or others. This section will analyze the interview respondent results on how far that Cretivox has given its attention to its employees.

On the interview session, there is a part where the interviewer asks the respondent to rate the company’s caring. The respondent has to answer on a scale of one to ten toward their personal thoughts about company’s caring. The results are:

- The CEO rates 8 out of 10
- The CFO rates 9 out of 10
- The Operation Manager rates 7 out of 10
- The Creative Group Head rates 6 out of 10

- The Art Director staff rates 9 out of 10
- The Account Executive staff rates 8 out of 10

Each of the respondent has their own view toward the company's caring. In overall of the ratings, the company care score is 7,83. This number indicates that the company has provided sufficient caring to its employees. Some of the respondents also says that the company still needs to improve its caring in some aspects.

4.4.2.2 Good HRM Function Implementation

Based on the previous analyses, Cretivox as a company has implemented the Human Resource Management (HRM) functions in its activities. There are functions that have been considered good in their implementations. Each of the interview respondent has to answer which functions that they think have been well-applied.

"Yang sudah baik adalah, eh, proses kita, dari proses kita em.. proses ya, proses kita hiring sih. Satu itu, proses kita hiring. Kedua, adalah culture yang unspoken ya kasarnya yang unspoken rules ini udah menjadi culture perusahaan..." (CEO)

"The good one is, um, our process um, our hiring process, at that time, our hiring process. The second one is the unspoken culture which can be said as the unspoken rules that has been company's culture..." (CEO)

The CEO says that the hiring and the culture have been implemented well. The hiring process can be classified as the first HRM function which is acquiring. While for the culture can be classified as the fourth HRM function which is labor relation. Another respondent adds that the health concern function has been well implemented in Cretivox.

"Yang sudah baik itu yang tadi gue bilang sih kayak untuk health karyawan nya kayak misalkan udah ada vitamin udah ada pads segala macam, bpjs terus juga ada bisa reimburse kacamata atau hal lainnya itu menurut gue udah ok sih." (Account Executive Staff)

"The good one is what I said like for employees' health care like vitamis, pads, and others, also BPJS, and glasses reimbursement, or other things and I can say that it has been good." (Account Executive Staff)

The Account Executive staff explains that the health care provided by the company has been good. Nonetheless, there are still HRM function implementation that can be considered as bad in this company.

4.4.2.3 Bad HRM Function Implementation

The bad Human Resource Management (HRM) function can be defined as the functions that have not been implemented optimally in the company. It does not mean that it is bad, but it needs a lot of improvements. The interviewer asked about which HRM function that have not been implemented optimally to the respondents. Each respondent gives their opinions toward it.

"Um.. appraisal tuh udah pasti belum banget.. appraisal, kompensasi juga sebenarnya mungkin bisa lebih didetailin karena kan banyak hal yang sebenarnya bisa di, diberikan misalnya atau.. kayak lemburan." (Operation Manager)

"Um, appraisal is definitely have not implemented, so does the compensation like maybe it can be more detailed because there are many things that can be u, given like overtime fee." (Operation Manager)

The Operation Manager says that the company is still lacking in the implementation of appraisal and compensation. Then, she continues her words and says that training function is not optimally implemented in this company. She also adds that it may be better to have a full-day training program.

"Terus, eh, trainingnya juga belum, belum matang gitu maksudnya kayak lebih baik juga mungkin ada program yang bener-bener serius satu harian," (Operation Manager)

"Then um, training is not good yet, not mature yet like maybe it is better to have a full-day serious program." (Operation Manager)

4.4.2.4 Challenge in HRM Function Implementation

The implementation of Human Resource Management (HRM) function in a company is not easy. There are

obstacles and challenges throughout the process. It applies to Cretivox as a company. The non-existence of HR department in the company may become one of the big challenges.

The interview process seeks the challenges that occur in Cretivox in term of the HRM function implementation. The respondents answer according to their experience. Some believe that the challenge is about the people inside.

“Tapi, ada satu tantangan terbesar as a leader ya di company yang small to medium ini adalah eh, people management.” (CEO)

“But, there is one big challenge as a leader in this small to medium company which is um, people management.” (CEO)

The CEO says that the company’s main challenge is its people. Managing the people inside the company is considered a big challenge for the company. In addition to that, The Operation Manager adds about the people as the implementation challenge.

“Tantangannya pasti orang lainnya sih, maksudnya secara eksternal tuh susah karena eh, ga semua orang mau ngikutin peraturan, ga semua orang mau percaya.. apa sih, suka dengan konsep dibatasin gitu kan, kasaranya kan kayak jadi terbatas gitu, padahal kan yang sebenarnya ini kita mau membuat mereka disiplin.. lebih disiplin dan kawan-kawannya.” (Operation Manager)

“The challenge is definitely the people, I mean like the externally it is difficult because um, not everyone wants to follow the rules, not everyone wants to believe like um, the concept of being limited, like in other words they are limited, but the reality is we wanted to make the more um, discipline and some kind of it.” (Operation Manager)

Besides people as the implementation challenge, a number of interview samples believes that the challenge is the knowledge limitation. Knowledge limitation toward the concept of Human Resource Management (HRM). The Art Director staff explains in its interview about the lack of knowledge resource. He says that the basic of the implementation is referring to observations.

“Tantangannya ya karena itu lack of resource untuk belajar di mana dan lack of education, jadi cuman kayak based on ini aja, based on observasi, kayaknya kita bisa aplikasiin ini di tim deh biar lebih efektif dan hal-hal sebagainya, gitu.” (Art Director Staff)

“The challenge because it is lacking of resource to study where it is lack of education. So, it is only based on observation, like ‘we could apply this one in the team to be more effective’ and things like that.” (Art Director Staff)

He explains that the implementation of HRM functions is not based on proper education. It is based on observation the company’s big actors tried to imitate. In addition to that, the CFO adds about the lack of resources problem. His statement supports the Art Director staff’s opinion.

“Tantangannya ya paling gak ada, gak ada basic knowledge tentang HRM sih kayak ibaratnya nih kita mau rekrut nih segala macem, eh, kita gak tau ngetreat awalnya tuh ibaratnya kayak perkenalannya, em, ngasih tau infonya, ngasih tahu gajinya, ngasih tahu tunjangannya itu kapan.” (CFO)

“The challenge is um, we do not have any basic knowledge about HRM like for instance, when we want to recruit or anything, um, we do not know how to treat it in the beginning like the introduction, um, tell the information, inform the salary, or the right time to inform the allowance.” (CFO)

The CFO explains that they do not have any basic knowledge about HRM. So, the implementation of the functions is roughly applied based on the limited knowledge. The recruitment process become the example of the challenge. The company still struggle to treat the process perfectly.

4.4.2.5 Suggestion for HRM Function Implementation

The interview respondents are asked about their hope for the future Human Resource Management functions implementation in Cretivox. This section provides a general overview of what are the Cretivox’s employees

expect for the HRM implementation ahead. Each respondent gives their suggestion for the future implementation.

“Harapan dan saran ya, yang pastinya, sebenarnya banyak banget pastinya, yang pasti personal and professional boundaries ya itu lumayan penting, terus compensation for working hours, terus kayak rules yang lebih ketat, dan sebagainya.” (Art Director Staff)

“For the expectation and suggestion, definitely, there is a lot of it, but it has to be personal and professional boundaries for sure because it is quite important, then about the working hours compensation, more strict rules, and others.” (Art Director Staff)

The Art Director staff suggests that the company has to separate personal and professional boundaries. Then, he suggests the company to provides incentives for extra working hours. And finally, he believes that the company needs more stringent rules. In addition to that, the Creative Group Head hopes that the company could run all of the fourth HRM functions optimally.

“Terus semoga ini sih kayak tadi poin-poinnya ya training, acquiring, dan lain-lainnya itu ya berjalan dengan lancar. Soalnya itu sangat membantu sih kayaknya buat perusahaan ini gitu.” (Creative Group Head)

“Then, I hope that the previous points about training, acquiring, and others will run optimally. Because, it may help the company.” (Creative Group Head)

4.4.3 Human Resource Department Absenteeism

Cretivox does not have any Human Resource (HR) department in its structure. It generates questions toward the absenteeism of the HR department. This section analyses the reason of the HR absenteeism in the company. The respondents answer their thoughts about the reason of the non-existence of HR department yet in Cretivox.

“Hm, personal mungkin ya, mungkin belum kerasa urgensinya aja kali ya dari C level dan board of directorsnya mungkin ya karena ngerasa masih startup dan masih lancar-lancar aja mungkin, kenapa butuh gitu kayaknya, gitu.” (Art Director Staff)

“Um, personally, maybe there are no urgencies from the C levels and Board Of Directors perhaps, because they think that we are still a startup and run fluently so maybe, why do we need one, such as that.” (Art Director Staff)

The Art Director staff assumes that the C levels and BOD does not have the urgency to create HR department. He believes that the company can run smoothly without it. It is because the company is still considered as a startup. On the other hand, the CEO of Cretivox explains the reason of HR absenteeism.

“Karena ya lagi-lagi keterbatasan ya. Satu keter.. keterbatasan informasi, kedua keterbatasan biaya, gitu karena memang kita mungkin belum bisa afford nih untuk menambah orang.” (CEO)

“Because, once again it is because limitation. First, limitation of information. Second, limitation of financial. It is because maybe we could not afford to add more people.” (CEO)

The CEO says that the company still have limitations. The limitations are information and financial. Information limitation means that the company does not have the knowledge of the needs to have HR. For the financial limit, the company could not afford to hire more people at that time. Those are some of the reasons behind the absenteeism of the HR department in the company.

4.5 Discussion

The discussion session will collect and review the analyzed data. This section involves the processed data from the sixth of the interview respondents. The semi-structured interview is applied for this research's interviews. The interviews are based on the existing theories about Human Resource Management (HRM) functions added with the researcher's curiosity toward the topic.

The analysis process utilizes the narrative research method. The answers from the interview samples are written narratively to provide a comprehensive view toward a topic. In addition to that, the observation result also

involves in the analysis process. It is useful to increase the validation of data which also familiar with the term triangulation.

The discussion topic is referring to this research questions. The processed data are analyzed to answer the following research questions:

1. What Human Resource Management (HRM) functions have been practiced at Cretivox (and what have not), how are they practiced, and who have been involved in such practice(s)?
2. How do the employees experience those human resource management functions in Cretivox, without the existence of an HR department?

In answering those questions, the discussion process is as follow:

Generally, the Human Resource Management (HRM) functions have been implemented in Cretivox. Each of the function happens to be acknowledged by the employees. The acquiring, training, appraising and compensating, and attending labor relations, health and safety, and fairness concerns have existed already in the company. Based on the analysis, the HRM functions have been implemented in Cretivox but not optimal yet.

Moving to the first function, the acquiring. Acquiring function is implemented in Cretivox. The company has workforce planning which can be seen from the existence of company's regulations, job analysis, job design, and the consciousness to conduct employment forecasting. The recruitment and selection process have also been done well in the company. The details of each process and the utilization of social media become the strength points of the Cretivox's acquiring function.

However, there are things needed to be improved in the acquiring function. In the recruitment and selection process, the treatment of each division is subjective following the head and the users. This creates an imbalance between one and another division. In the selection process, there is a step that has not been done by the company which is the physical examination.

The second function is training. This function has been applied in Cretivox. The training process involves C level, division heads, and employees as the audience. There are several training programs in the company. There is weekly class, hatching academy program, on-the-job, and off-the-job training. Overall, the trainings in Cretivox are done informally. There are no strict rules toward the appliances of the trainings.

Furthermore, the training function processes have been executed in Cretivox. Those processes are needs assessment, shaping behavior, training design, training deliverance, and training assessment. Nevertheless, there are still weaknesses in this function. First, the training needs assessment for weekly class does not have a framework yet. It is pure from feeling or observation. Second is about the consistency of the training which can be conducted randomly.

Next, appraising and compensating as the third function of Human Resource Management (HRM) function. This function has been implemented in Cretivox. The company has two kinds of appraising system. The first one is the general one which the representatives of the company may review an employee directly. There is no specific time period for it. The second one is the one-on-one method which has been applied by the creative department in the company. It can be concluded that the appraising system in the company is still missing.

The compensation provided by Cretivox is belived to be sufficient enough for a startup. The company provides basic salary, allowance, health insurance or BPJS, and reimbursement. However, the company has not provided additional incentives for working extra time. It may be due to the fact that it is a creative industry where there is a stigma about 'flexible working hour'. The regulation about leave allowance is still not clear yet which attracts some of the employees' assumptions.

The fourth function is attending labor relations, health and safety, and fairness concerns. Cretivox has implemented the fourth function in its company activities. The employee relation in the company is based on family orientation which there is less boundaries between one and another. The company has also concerned about the employees' health by providing vitamins and supplements in the office, health insurance, and COVID-19 first aid tools. The safety concerns are the least noticeable aspect in this company. There are less to none safety assurance in Cretivox. It is because there is no high-risk physical task in the company.

After understanding the Human Resource Management (HRM) functions, the analysis moves to the employees' experiences toward the implementation of HRM function in Cretivox. Specifically, this section will focus on the

personal feeling of each interview sample in the context of HRM functions implementation. Most of the samples felt the effect of HRM functions in Cretivox. It is believed that there are functions that have been implemented well, such as acquiring and labor relations, health and safety, and fairness concerns. The functions that are needed to be improved further are training and appraisal. The company needs a proper design for the training process. Furthermore, the company also needs to learn the perfect appraisal system to be their guide in applying the right appraisal method.

Regarding the second research question, this research seeks for the data of employees' experience toward the implementation of Human Resource Management (HRM) functions without HR department. The interview samples give their opinions regarding the implementation of HRM functions. Based on the interview, there are two main challenges in the implementation of HRM functions. First is about people management. The company still struggling to steer its people due to the nature of people that does not like to be restricted. The second one is limitation. It could be the limitation to knowledge or limitation in financial context.

In addition to employee experience, the sixth of the interview respondents are asked to rate the company's caring. It has to be a scale from one to ten. The result shows that Cretivox gets the score of 7,83. This number can be interpreted as the implementations have been sufficient but it needs more improvements, especially in the weaknesses aspects. Thus, it can be summarized that Cretivox has implemented all fourth of the Human Resource Management (HRM) functions but not optimally and it has been realized by the employees.

V. CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The conclusion chapter is the summarization of the previous data analysis and discussion. The results are used to answer the research questions of this research topic about "Understanding How Human Resource Management Functions with No HR Department" by taking a case study from a media company named Cretivox. The research questions that have to be answered are:

1. What Human Resource Management (HRM) functions have been practiced at Cretivox (and what have not), how are they practiced, and who have been involved in such practice(s)?
2. How do the employees experience those human resource management functions in Cretivox, without the existence of an HR department?

This specific chapter answers those research questions by providing processed data analysis as follow:

1. In answering the first research question of *what Human Resource Management (HRM) functions have been practiced at Cretivox (and what have not), how are they practiced, and who have been involved in such practice(s)?* The results shows that each of the Human Resource Management (HRM) functions have been practiced in Cretivox. The acquiring, training, appraising and compensating, and attending labor relations, health and safety, and fairness concerns are existed in the company even without the existence of HR department. Some have been practiced well, but some still needed to be improved. The overview of the HRM functions practices at Cretivox can be soon in the following table.

Table 8 HRM Functions Result

No.	Function	Description	Status	Involvement
1	Acquiring	Recruitment process has been practiced in the company however, the selection process can be improved by adding the 'physical examination' step.	Practiced and Almost Optimal	C Levels, Division Head, Users (Managers) of the vacant division
2	Training	Training steps are practiced in the company but not using proper frameworks and the programs are inconsistent.	Practiced but Not Optimal	C Levels, Division Head, Employees as the participants
3	Appraising and Compensating	The compensation has been provided by the company. The appraisal system is only practiced by creative department, while the others are applying informal unstructured appraisal.	Practiced but Not Optimal	CFO supported by other C Levels
4	Attending Labor Relations, Health and Safety, and Fairness Concerns	Employee relation has been practiced optimally by developing the company's culture. The health concern is also practiced by the company by providing health supports. The safety concern has not been applied fully because it is not needed at the current condition. Yet, it can be considered in the future.	Practiced and Almost Optimal	C Levels, Division Head

The acquiring function is almost optimally implemented in Cretivox. The results shows that the company has conducted the acquiring processes according to the existing theory. The only weakness of the implementation of

acquiring function in Cretivox is the absence of a selection process which is physical examination. This function involves the C levels, division heads, and users regarding the vacant position in its process.

Training as the second function has been practiced in Cretivox. The company conducts the training steps which consists of needs assessment, shaping behavior, training design, training deliverance, and training assessment. However, it is far from optimal because the absence of framework in the needs assessment process and the inconsistency of the training programs. The second function is practiced by the C levels, division heads, and the employees as the training participants.

The third function which is the appraising and compensating has also been applied in Cretivox. The compensation that the company offers has been sufficient and surpass the government standard by providing salary, allowance, health insurance (BPJS), and reimbursement. On the other side, the appraising system has been conducted but does not have a general proper system yet. Only the creative department that conducts a systematic appraisal method. The appraising function involves the C level, division head, and the users as the appraisers and the subordinates as the appraisee. While for the compensations, the CFO is the one in-charge in offering the compensations with the help of the other C levels.

The attending labor relations, health and safety, and fairness concerns function as the fourth HRM function has been implemented in Cretivox. The employee relation is believed to be the strength of the company because of the family orientation interaction and greetings culture. The health concerns have also been implemented optimally by providing the health insurance (BPJS), vitamins and supplements, and COVID-19 prevention tools. However, there is not much of a safety concern in the company due to the type of the workers' tasks which are medium to low risks. C levels are responsible to develop the employee relations and company's cultures. While for the health and safety concerns are designed by the C levels and the division heads.

2. The second research question is *How do the employees experience those human resource management functions in Cretivox, without the existence of an HR department?* Based on the analysis results, most of the employees have experienced Human Resource Management (HRM) practices in Cretivox. They believed that Cretivox has two main challenges in the practice of HRM functions. The challenges are people management and limitation toward knowledge and finance.

Furthermore, Cretivox as a company scored 7,83 (out of 10) in the company care rating which has been scored by six interview respondents. This number shows that the employees feel that the company has given sufficient attention toward its employees. In conclusion, Cretivox has practiced all of the fourth HRM functions. However, some of the functions have been well implemented but some still need improvements.

5.2 Recommendation

This recommendation section emerged after the analysis and conclusion process. The following list of recommendations are not limited to Cretivox, but also for the other digital-based media company that are similar with Cretivox. These recommendations are intended specifically for the Cretivox's C levels, division heads, and the employees for further developments. This research recommends:

1. Learn, understand, and implement the Human Resource Management (HRM) functions for the Cretivox's top managements which consists of C levels and division heads. It is useful for the proper implementation of the HRM functions in the company. The proper implementation of HRM functions can lead to better people management which leads to a number of beneficiaries for the company. Each of the HRM function will provide advantages if the practice is done optimally.

2. Focus on maintaining what have been good and improve what have not been good for the Human Resource Management practices in Cretivox. The company should maintain the first and the fourth function in overall. For the second function which is training, the company needs to design a proper training program that is based on the true needs of the employees and create a consistent training timeline. The appraising function is also needed to be improved by deciding an appraisal method, design the appraisal system, and set the appraisal timeline whether it is conducted monthly, bi-monthly, bi-annually, or annually. The suitable model for the Human Resource Management (HRM) function practices in Cretivox will developed by itself by the time the company improve the training and the appraisal functions.

3. Looking at the current condition, the company should run the Human Resource Management (HRM) functions optimally even without HR Department. It can be achieved by learning and implementing the

theories. The current employee number is still at 33 and the company may apply the right way to optimize the HRM functions practices in the current situation. Furthermore, in the near future as the company grows, the company may need to hire an HR professional and create an HR Department in its structure if possible. The CEO has thought about adding the HR Department and believes that it is needed when the company has above 50 employees.

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