

Human Capital Plan Analysis in Improving Competitiveness and Productivity at FranchiseGlobal.com

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ABSTRACT

Keywords:

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Framework;
FranchiseGlobal.com

This research aims to analyze the Human Capital Plan strategy implemented by FranchiseGlobal.com to increase the competitiveness and productivity of the company. This research collects data through interviews, documentation, and direct observation using a qualitative descriptive approach. This study also evaluates the implementation of McKinsey's 7S Framework in the Human Capital strategy at FranchiseGlobal.com. The results showed that FranchiseGlobal.com has implemented a strategy divided into short, medium, and long term to improve recruitment, employee development, and talent retention. Although the company has made progress in HR management, there are still challenges in building an inclusive corporate culture and integrating new technologies in the HR management process. This research concludes that the Human Capital Plan implemented at FranchiseGlobal.com effectively supports company growth but requires improvement in technology and cultural inclusion.



Introduction

The franchise industry is experiencing significant growth in today's digital era, especially with online platforms facilitating information and connections between franchisors and prospective franchisees. FranchiseGlobal.com is an online media that provides information and franchise business opportunities. The success of companies in this industry is determined by the business model and technology used and the quality of their human resources (Collings et al., 2019).

Human Capital is key to improving a company's competitiveness and productivity. Effective Human Capital management can help companies recruit, develop, and retain quality talent who can adapt to industry changes and innovations (Dessler, 2020; Harvard Business Review, 2019). FranchiseGlobal.com realizes the importance of a structured Human Capital Plan to achieve short-, medium---, and long-term goals and strengthen its franchise industry position.

Despite having the vision to become the leading global franchise portal, FranchiseGlobal.com faces various challenges in managing and developing effective Human Capital. One of the main challenges is how the company can recruit and retain

quality talent amidst fierce competition in the digital industry. In addition, increasing employee competence so that it is always in line with industry and technological developments is also an important priority. FranchiseGlobal.com must formulate a strategy to build an inclusive and innovative corporate culture that encourages employee creativity and collaboration. In addition, the company is also faced with the need to integrate the latest technology in human resource management to increase efficiency and productivity (Storey, 2014). Without the right Human Capital strategy, FranchiseGlobal.com risks experiencing a decrease in productivity and competitiveness, which can hinder business growth and the company's long-term goals.

This research emphasizes the critical importance of financial planning as a core factor for business competitiveness and productivity in a digital franchise platform like FranchiseGlobal.com. The rationale for this study stems from the rapid growth of the digital franchise industry, where companies must not only focus on technology and business models but also on financial sustainability to remain competitive. In a highly competitive market, FranchiseGlobal.com needs to optimize its financial resources to maintain a stable cash flow, invest in new opportunities, and ensure long-term profitability (Armstrong & Taylor, 2023; Wright & McMahan, 2019). The financial planning directly influences the company's ability to scale its business, attract new franchisees, and adapt to changing market conditions. By thoroughly analyzing financial strategies, this research provides key insights into how FranchiseGlobal.com can leverage its financial planning to achieve sustainable growth and enhance its position in the market. Additionally, this study highlights the role of financial planning in boosting productivity by improving resource allocation and reducing operational inefficiencies (Caligiuri et al., 2024).

Several previous studies have shown the importance of human capital in improving company performance and competitiveness. According to Becker and Huselid (2019), investment in employee development positively affects company productivity and profitability. In addition, research by Ulrich (2015) emphasizes the role of Human Capital strategies in creating competitive advantage by developing employee skills and competencies. In the context of the franchise industry, research by Rohayani (2018) shows that franchise companies with structured employee training and development programs can improve service quality and customer satisfaction. However, limited research still focuses on implementing the Human Capital Plan on digital franchise platforms like FranchiseGlobal.com.

This research is important to fill the literature gap regarding the role of the Human Capital Plan in increasing competitiveness and productivity in digital-based franchise companies. FranchiseGlobal.com can optimize its human resources to achieve its business goals by understanding effective Human Capital strategies and implementation.

In addition, the results of this study are expected to make a practical contribution to companies' formulation of employee development policies and programs. For the industry, this research can be a reference for similar companies that manage human capital to achieve a competitive advantage.

This research aims to analyze the Human Capital Plan strategy implemented by FranchiseGlobal.com in its efforts to increase the competitiveness and productivity of the company. In addition, this research also aims to identify key factors in Human Capital management that contribute to the achievement of company goals. Based on these findings, this research will provide recommendations that can be used to optimize the Human Capital Plan so that it can support the growth and development of the company more optimally. By achieving these objectives, it is hoped that FranchiseGlobal.com can develop a more effective and efficient Human Capital management strategy and provide added value to related stakeholders.

Research Methods

This research uses a qualitative descriptive method with a case study approach at FranchiseGlobal.com. This method was chosen to deeply understand the Human Capital Plan strategy implemented by the company and identify key factors that contribute to increasing competitiveness and productivity. The data used in this study consisted of primary and secondary data. Primary data is obtained through semi-structured interviews with FranchiseGlobal.com management, especially from the Human Capital division and related stakeholders. Meanwhile, secondary data was collected from internal company documents such as financial reports, human capital reports, relevant articles, and previous research. Data collection techniques include in-depth interviews, documentation, and direct observation of the work environment at FranchiseGlobal.com to see how HR management strategies are implemented.

The research instruments were validated through triangulation. Data from interviews, documentation, and observation were cross-checked to ensure consistency and reliability. Furthermore, member checking was employed, where initial findings were shared with the interview participants to verify the accuracy of the data and interpretations. This process enhanced the credibility of the research result.

Data analysis uses qualitative methods through data reduction, presentation, and conclusion drawing. The data that has been collected will be organized and grouped according to the research focus, namely the Human Capital Plan strategy, McKinsey's 7S Framework, and key factors in Human Capital management. The analysis results are presented as narratives, tables, and diagrams. This research uses triangulation techniques to ensure data validity by comparing the results of interviews, documentation, and observation. Using McKinsey's 7S Framework as the basis of analysis, this research evaluates seven important organizational elements related to Human Capital Management: Strategy, Structure, Systems, Shared Values, Style, Staff, and Skills (Putra et al., 2019).

The Human Capital Plan is pivotal for companies like FranchiseGlobal.com because it ensures the organization's workforce can adapt to market demands, technological advancements, and industry competition. A robust Human Capital Plan improves a company's ability to attract and retain top talent, maintain productivity, and ultimately secure its competitive position in the market. For readers unfamiliar with the

term, the Human Capital Plan serves as the company’s blueprint for managing its most valuable asset—its people.

Results and Discussion

Human Capital Goals and Objectives

The goal of Human Capital at FranchiseGlobal.com is to increase competence, recruit quality talent, and innovate social media to strengthen the position in the franchise industry (Boxall & Purcell, 2016).

Table 1, Human Capital Goals and Objectives

Period	Destination	Target
Short-term (Y 0 to Y 2)	Employee Recruitment and Development	<ol style="list-style-type: none"> 1. 80% annual training participation 2. 5 workshops and three mentoring programs per year 3. 30% increase in qualified candidates 4. 20% increase in quality of candidate selection
	Recruitment Process Optimization	<ol style="list-style-type: none"> 1. Reduce recruitment process time by 25% 2. 15% increase in qualified candidates with three innovative strategies
	BNSP Certification for Specific Positions	<ol style="list-style-type: none"> 1. 70% of employees get certified within two years 2. 4 training sessions and exam simulations per year
Medium-Term (Y 2 to Y 4)	Building an Inclusive Corporate Culture	<ol style="list-style-type: none"> 1. 3 team building activities & 2 diversity initiatives per year 2. 25% increase in internal creativity index
	Internal Leadership Development	<ol style="list-style-type: none"> 1. 30% internal promotions to leadership positions 2. 5 leadership training sessions, three managerial workshops per year 3. 40% of employees have customized career plans
	Improved Welfare Package	<ol style="list-style-type: none"> 1. 15% increase in satisfaction through annual review 2. 10% increase in retention from satisfaction survey 3. 2 wellbeing programs per year
Long-Term (Y 4 to Y 5)	Creating a Positive Work Environment	<ol style="list-style-type: none"> 1. 20% increase in life balance satisfaction 2. 4 team building activities, two feedback sessions per year 3. 10% increased motivation through recognition program
	HR Team Management in Global Branches	<ol style="list-style-type: none"> 1. 100% operational standard compliance 2. 90% uniformity of implementation 3. 80% increased collaboration between teams
	Integration of Latest Technology in HR Management	<ol style="list-style-type: none"> 1. 95% of employees familiar with new technology within six months 2. 85% employee satisfaction with new technology
Long-Term (Y 4 to Y 5)	Strengthening Reputation as a Best Employer	<ol style="list-style-type: none"> 1. 15% increase in talent retention 2. 5 industry awards per year 3. 25% increase in high-quality candidate applications

Source: Author, 2023

Human Capital Strategy

FranchiseGlobal.com's Human Capital strategy enhances competency, technology, and data analysis through training and talent recruitment, supported by McKinsey's 7S framework (Sparrow, 2021).



Figure 1. McKinsey's 7S Framework

Source: McKinsey, (2008)

Table 2. Implementation of the McKinsey Model 7S Framework

Elements	Brief Description
Structure	The organizational structure supports skill development and innovation.
Systems	Systems for training, recruitment, talent retention, and data analysis.
Shared Values	Core values that support innovation, quality, and creativity.
Style	Leadership that encourages creativity and collaboration.
Staff	Focus on quality staff development, retention, and inclusion.
Skills	Development of technical and interpersonal skills as per industry trends.

Source: Writing Team, 2023

Corporate Culture and Values

Corporate culture and core values influence growth. The 'Soft' components of McKinsey's 7S Framework are skills, people, leadership style, and support for human capital strategies.

Artifact

Corporate culture artifacts, such as the tagline "World Franchise Portal," reflect FranchiseGlobal.com's focus on the global franchise industry and reinforce its image as a market leader.

Company Logo

The FranchiseGlobal.com logo, in red with a globe symbol, reflects global energy and reach. A large "F" and modern typography emphasize franchising and brand authenticity.



Figure 2. FranchiseGlobal.com logo

Source: Writing Team, 2023

Office Layout

FranchiseGlobal.com's office layout is designed for comfort and productivity, with desk placement, collaboration facilities, and flexibility to support change.



Figure 3. Employee Workspace

Source: Writing Team, 2023

Uniform

The blue shirt uniform used by FranchiseGlobal.com employees reflects the consistency of the brand and corporate identity through the logo design elements. It creates a professional impression and strengthens the company's image.



Figure 4. FranchiseGlobal.com Employee Uniforms

Source: Writing Team, 2023

Company Value

The company values, Real, Focus, Optimal, Responsible, Respect, Value, and Dedication-shape employees' character and support FranchiseGlobal.com's vision and strategy.

Believe/Assumption

HR assumptions at FranchiseGlobal.com include the application of corporate culture, maximum service, innovation, and adaptation. Violations are punished, compliance is rewarded, and certain criteria-based assessments are used.

Table 3. HR Assumptions

Criteria	Positive	Negative
Sincere	Work with sincerity	Violation of the IKHLAS assumption
Real	Produce real work	Does not produce real work
Focused	Focus on process and outcome	Loss of focus
Optimal	Work optimally	Work is not optimal
Responsible	Responsible	Breach of responsibility
Respect	Always respect & appreciate	Does not show respect
Expert	Become an expert and keep learning	Does not show expertise
Values	Upholding religious, moral, and social values	Violation of values
Dedication	Work with high dedication	Does not show dedication

Source: Writing Team, 2023

Organization Structure

FranchiseGlobal.com's organizational structure is designed to achieve the company's HR objectives. It describes each division's positions, responsibilities, and functions. Figure 7.6 shows the structure to be implemented.

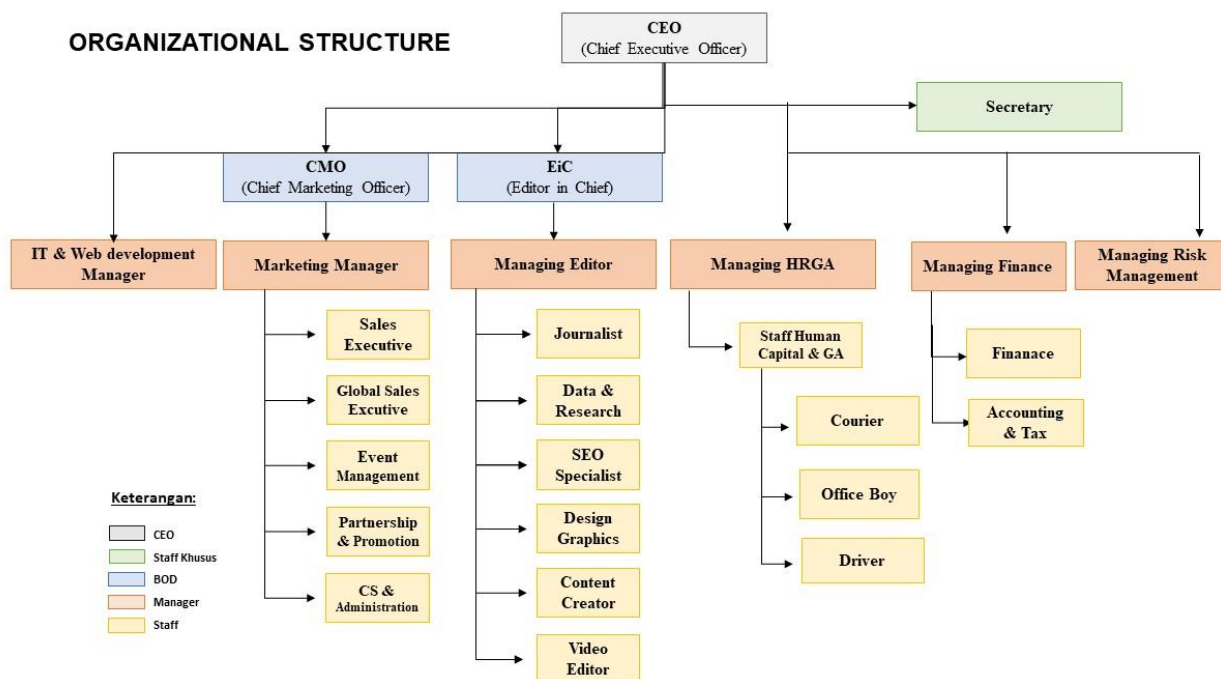


Figure 5. Organizational Structure of FranchiseGlobal.com

Source: Writing Team, 2023

Job Description

Writing job descriptions at FranchiseGlobal.com is important for clear responsibility and authority. In addition, the company proposes teamwork to maximize the potential of resources by supporting each other.

Human Capital Planning

FranchiseGlobal.com has prepared detailed Human Capital planning and recruitment schemes to support the need for quality human resources.

Recruitment Scheme

Internal Recruitment

1. Job Posting:

- Announcing job openings via email and posters in the office.
- Employees can provide recommendations if they have acquaintances who meet the criteria.
- Announcements are placed in easily visible areas of the office.

External Recruitment

1. Advertisement Method:

External recruitment is conducted through advertisements on online platforms and cooperation with third-party partners.

Stages of Recruitment Process (Both Internal and External)

- Application Submission:** Receive applications from prospective employees.
- Initial Selection:** Screening incoming applications.
- Field Test:** Conduct tests according to the field of work.
- Interview:** Conducting interviews with prospective employees.

Final Selection Results: Determines the shortlisted candidates.

FranchiseGlobal.com's recruitment process aims to get the best candidates according to the company's skills, culture, and values through detailed strategies and methods.

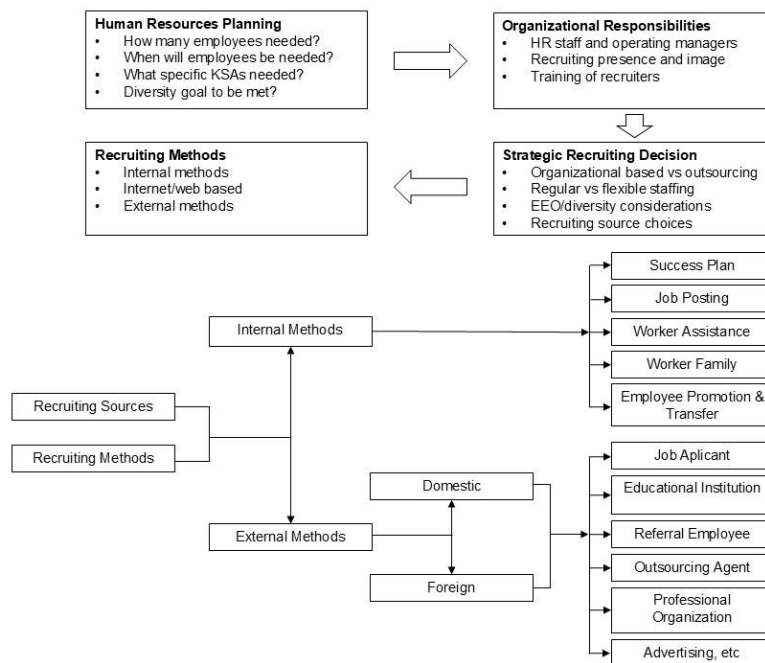


Figure 6. FranchiseGlobal.com Recruitment Scheme

Source: Writing Team, 2023

2. Training and Development

FranchiseGlobal.com focuses on employee training through four stages: needs identification, planning, implementation, and evaluation to support performance and innovation.

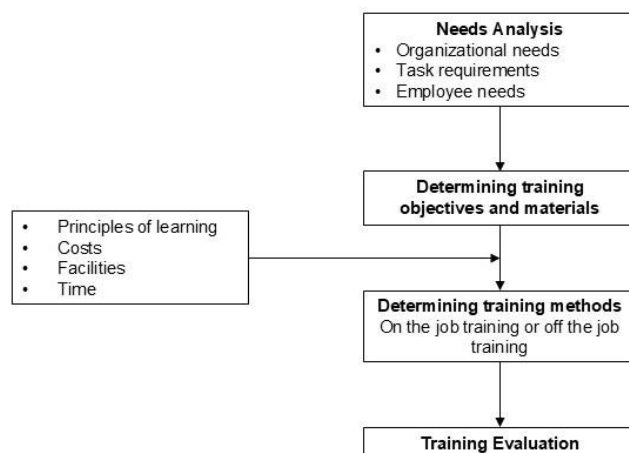


Figure 7. Stages of Employee Training and Development

Source: Writing Team, 2023

Here in the table below, FranchiseGlobal.com categorizes the training categories that will be carried out on employees:

Table 4. HR Training Schedule for the first year

No.	Inhouse Training	Year 1 (Month)												
		1	2	3	4	5	6	7	8	9	10	11	12	
1	New Employee Orientation	■												
2	Business Model Introduction	■					■	■					■	■
3	Excellent Service	■	■	■								■		
4	Time Management				■			■						■
5	Team Building		■	■					■					
6	It Innovation											■	■	■
7	Internal Audit						■	■				■	■	■

Source: Writing Team, 2023

As for the employee development that FranchiseGlobal.com will do is as follows:

Table 5. Employee Development Path

Development Path	Relevance
Competency Test	Selected employees
Career Path	Selected employees (as per Performance Evaluation)
Job Rotation	They are conducted in the 5th year or according to the company's Long Term, considering the stability of the division.

Source: Writing Team, 2023

Employee Status

Employee status at FranchiseGlobal.com refers to Law No. 11 of 2020 concerning Job Creation Article 56 paragraph (1), which divides employee status into:

1. **PKWT** (Fixed Time Work Agreement) **Employee:** Contract or temporary employees who can be appointed permanent employees after the contract period according to the company's needs.
2. **PKWTT** (Indefinite et al.) **employees:** Permanent employees with continuous employment status without time limit, except in the event of layoff or retirement.

Working Time and Hours

FranchiseGlobal.com applies a working time of 8 hours per day and 40 hours a week according to applicable regulations. The working time applied is:

Monday-Friday: 08.00 - 17.00 WIB

Break (Monday-Thursday) : 12.00 - 13.00 WIB

(Friday) : 11.30 - 13.00 WIB

Flex Time : Marketing & Sales

Employee Performance Appraisal

FranchiseGlobal.com conducts annual performance appraisals in two stages: mid-year appraisal for early improvement and year-end appraisal for target evaluation. The results are used to design the following year's strategy.



Figure 8. Performance Appraisal Cycle

Source: Writing Team, 2023

FranchiseGlobal.com uses a balanced scorecard to improve divisional performance according to the company's vision and goals, supporting achieving business objectives (Price, 2016).

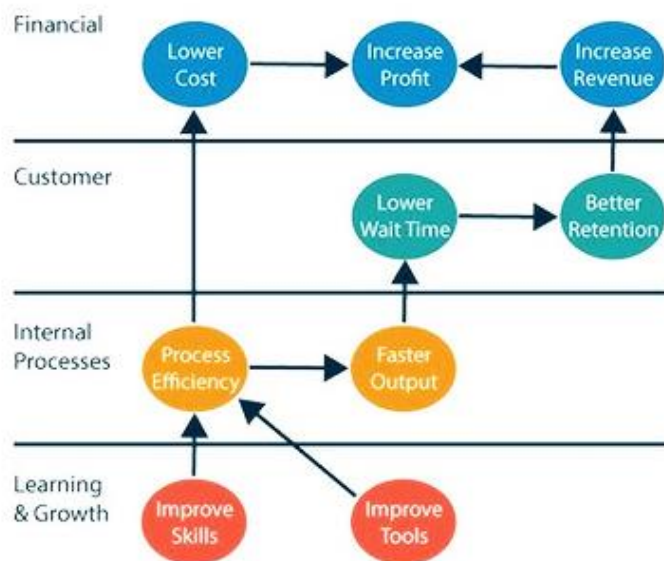


Figure 9. Balanced Scorecard framework

Source: Writing Team, 2023

Table 6. KPI Score and Compensation

KPI Score	Bonus	Salary Increase
> 95	√	10%
89 - 94	√	8%
82 - 88	√	6%
75 - 81	√	4%
<75	-	4%

Source: Writing Team, 2023

Table 7. Employee Rating Scale

Value	Results	Benchmark	Description
5	Highly Effective	120%	Very special, always above target
4	Effective	>100% - 120%	Exceeding targets, often above expectations
3	Good	80% - 100%	Achieved the set target
2	Needs Improvement	50% - 80%	Has not reached the desired target
1	Poor	<50%	Far below target, not meeting expectations

Source: Writing Team, 2023

Compensation system

FranchiseGlobal.com values achievement and reduces employee turnover so that the company provides compensation. The following is the compensation system set by FranchiseGlobal.com:

a. Direct Compensation

Direct compensation at FranchiseGlobal.com is a fixed monetary reward based on a certain time, including several compensation systems such as:

- **Basic Salary:** Fixed salary as per regional minimum wage standards.
- **Fixed Allowances:** Additional monthly wages, such as job and family allowances, independent of attendance or performance.
- **Non-permanent Allowance**

Incentives: Additional money beyond salary for extra tasks, as per FranchiseGlobal.com SOP, to motivate employees.

Overtime: Overtime pay is 1/173 of the base salary per the company's requirement.

b. Indirect Compensation

- **Benefits:** THR of 1x basic salary, BPJS Ketenagakerjaan, and BPJS Kesehatan.
- **Leave:** At least 12 days of annual leave per Law No.11 of 2020. The HRIS system is used to administer compensation and manage attendance.

HR Cost Projections

HR cost projection FranchiseGlobal.com estimates employee needs and costs for budget planning (Noe et al., 2021). This affects the company's operating budget and must be considered in planning for the next five years.

Table 8. Estimated Number of Employees of FranchiseGlobal.com

Number of Employment

No.	Level	Position	Division	Total Number of Employees				
				Y1	Y2	Y3	Y4	Y5
1	BOD	Chief Executive Officer	Business	1	1	1	1	1
2	Staff	Secretary	Business Support	1	1	1	1	1
3	Manager	Finance Accounting & Tax	Finance	1	1	1	1	1
4	Staff	Finance Administration	Finance	1	1	1	1	1
5	Staff	Accounting & Tax	Finance	1	1	1	1	1
6	Manager	Human Resource & GA	Business Support	1	1	1	1	1
7	Staff	HR & GA Staff	Business Support	1	1	1	1	1
8	Manager	Risk Management	Business Support	1	1	1	1	1
9	BOD	Editor in Chief	Editorial	1	1	1	1	1
10	Manager	Managing Editor	Editorial	1	1	1	1	1
11	Staff	Journalist	Editorial	4	4	4	4	4
12	BOD	Chief Marketing Officer	Marketing	1	1	1	1	1
13	Manager	Marketing Manager	Marketing	1	1	1	1	1
14	Staff	Account Executive	Sales	5	5	6	10	10
15	Staff	Design Graphics	Artisitik	1	1	2	2	2
16	Staff	Video Editor	Artisitik	1	1	2	2	2
17	Staff	Content Creator & Marketer	Digital Marketing	1	1	1	1	1
18	Staff	SEO Specialist	Digital Marketing	1	1	1	1	1
19	Staff	Partnership & Promotion	Promotion	1	1	1	1	1
20	Staff	Event Management	Event	1	1	1	1	1
21	Staff	Adm & Business Support	Administration	2	2	2	2	2
22	Staff	Data and Research Staff	Research	1	1	1	1	1
23	Staff Sus	IT, Systems & Web Development	IT & System	1	1	1	1	1
24	Staff	Office Boy	GA	1	1	1	1	1
25	Staff	Messenger	GA	1	1	1	1	1
26	Staff	Driver	GA	1	1	1	1	1
Total				34	34	37	41	41

Note:

Short Term (Y 0 - Y2)

Medium Term (Y2-Y4)

Long-term (Y4-Y5)

Source: Writing Team, 2024

Discussion

This study analyzes FranchiseGlobal.com's Human Capital Plan strategy and evaluates its implementation in increasing the company's competitiveness and productivity. Based on the results of interviews, documentation, and observations, FranchiseGlobal.com has implemented several strategic steps to manage human resources effectively. This strategy is divided into three short-, medium-, and long-term stages, designed to optimize employee recruitment, development, and retention (Cascio & Boudreau, 2020; Rees & Smith, 2021).

FranchiseGlobal.com focuses on recruiting quality talent and developing employees through training and mentoring programs in the short-term phase. The main target in this period is to increase employee participation in training to 80% and create a more efficient recruitment process with a 25% reduction in processing time. In the medium term, the company focuses on internal leadership development, with a target of 30% internal promotion to leadership positions and improving employee welfare packages. On the other hand, in the long term, FranchiseGlobal.com focuses on managing HR teams in global branches and integrating the latest technology to support HR management processes. Observations show that implementing McKinsey's 7S Framework has helped the company maintain alignment between organizational structure, corporate culture, and core values, significantly improving team collaboration and employee productivity (Abadi et al., 2023).

However, FranchiseGlobal.com still faces several challenges, especially in building an inclusive company culture and ensuring every employee can access training relevant to industry needs. Although the company has made good progress, especially in improving the quality of recruitment and leadership development, challenges in terms of employee retention and the implementation of new technology still need improvement. Implementing technology as part of human capital management was also identified as an area for continuous improvement, with a target of 95% of employees adapting to the latest technology within six months (Prima et al., 2021).

Overall, FranchiseGlobal.com's Human Capital Plan strategy has proven to support company growth, although there is still room for improvement, especially regarding technological innovation and work culture inclusion. Evaluating this strategy provides important insights for companies to continue adapting and updating HR management plans in accordance with changing industry trends and internal needs.

Conclusion

Based on the research results, it can be concluded that the Human Capital Plan strategy implemented by FranchiseGlobal.com effectively supports the improvement of the company's competitiveness and productivity. This strategy is focused on improving recruitment, employee development, and talent retention through training, mentoring, and internal leadership development programs. FranchiseGlobal.com has leveraged McKinsey's 7S Framework to align organizational elements, such as structure, shared values, and employee skills, positively impacting team collaboration and efficiency. However, the company still faces challenges in building an inclusive work culture and optimizing technology integration in HR management. Improvements in this aspect are important to ensure that all employees can adapt to technological changes and feel involved in the company's development process. Overall, the Human Capital Plan strategy at FranchiseGlobal.com has proven to be effective, but the company needs to continue to make adjustments to deal with the evolving industry dynamics.

FranchiseGlobal.com is advised to increase investment in digital tools such as AI-based recruitment systems and data analytics for performance evaluation and ensure all employees have digital literacy through continuous training to adapt to technological changes. The company should also strengthen efforts to build a more inclusive work culture by making diversity and inclusion a core part of the organizational culture and encouraging inter-divisional collaboration to increase innovation and employee satisfaction. In addition, FranchiseGlobal.com needs to conduct periodic reviews of the Human Capital Plan to ensure this strategy remains aligned with the company's evolving needs and market changes. These recommendations will help FranchiseGlobal.com optimize human resource management and maintain success and sustainability in the competitive digital franchise industry.

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