

Employee Management Strategy at Yuki Pondok Durian Karawang Store

Wulan Nur Ihsan¹, Uus Mohammad Darul Fadli^{1*}, Ery Rosmawati¹

¹ Management Study Program, Faculty of Economics and Business,
Buana Perjuangan University Karawang, Jln. HS Ronggowaluyo Telukjambe Timur,
Karawang 41361 West Java, INDONESIA.

*Corresponding Author: uus.fadli@ubpkarawang.ac.id

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Abstract

The key to the success of an organization depends on its ability to manage its human resources, from recruiting workers to terminating employment. This research aims to explain how employee management is carried out, the strategies used, and the factors that become obstacles. The research approach uses qualitative. The research locus is at the Yuki Pondok Durian store on Jln. Raya Galuh Mas No.161 Karawang, West Java. The research informants were the shop owner, the head, and 2 employees. Primary data was collected through interviews, observation, documentation, and secondary data from library research. The validity test used data triangulation and content analysis. The results showed that employee management is implemented through recruitment and selection, training, performance appraisal, motivation, reward, and punishment. The strategy used is prioritizing the recruitment stage and providing motivation and rewards. The inhibiting factors in employee management are (1) some employees apply for too long vacation time, (2) some employees are dishonest by violating work rules, (3) there is a mismatch in teamwork, (4) there are employees who are not disciplined in terms of working hours.

1. Introduction

Based on data from the Ministry of Tourism and Creative Economy of the Republic of Indonesia, the culinary sector can contribute Rp. 455.44 trillion or around 41% of the total creative economy GDP of Rp. 1,134 trillion in 2020 (Romys Binekasri, 2023). The Central Bureau of Statistics also reported that the food and beverage industry's gross domestic product (GDP) in the second quarter of 2023 could contribute Rp.209.51 trillion, which increased by 4.62% from the previous quarter (Ridhwan Mustajab, 2023). The data shows that culinary is one of the most promising business opportunities because it has enormous market potential and will continue to grow.



Fig. 1 GDP of the Food and Beverage Industry

The main driving factor in the increase of the culinary business is often the mobility and growth of the population which continues to increase yearly (Fadli, 2017). Culinary continues to grow and is favored by people in Indonesia, one of which is durian fruit there have been many culinary appearances from processed durian fruit. Besides having a good taste and distinctive odor, this durian also has a high nutritional content, which makes it widely used by the community, so that the demand and supply of durian fruit in the country reaches a relatively high level (Rainer, 2023). Therefore, processed durian fruit has sprung up and opened up business opportunities and jobs in plantation, distribution, and processing, which requires much labor.

Durian culinary is one of the MSMEs that have great potential to be developed and used as an alternative for a country or region in reducing unemployment and creating jobs to encourage economic growth (Arifin & Haryanto, 2021). This is supported by data from BPS West Java Province in 2021, which shows that the number of workers in Micro and Small Enterprises in Karawang Regency is 33.501 people (BPS, 2024). Likewise, data from the Ministry of Cooperatives and SMEs states that in Indonesia in 2019, there were 65.5 million MSMEs, which could absorb as many as 123.3 thousand workers (Kementerian Keuangan RI, 2023).

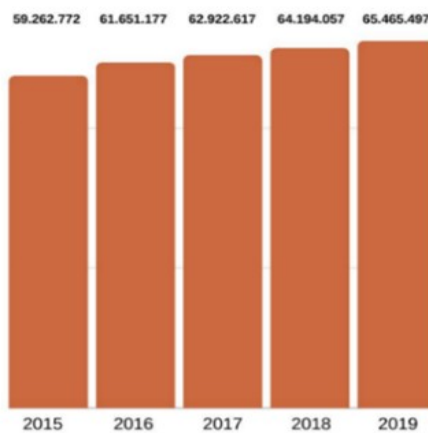


Fig. 2 MSME Growth Data 2015-2019

However, from the high data Graph 2. the growth of MSMEs in the HR management that is applied, there are still obstacles faced, namely difficulties in the process of recruiting, retaining employees, dealing with employee demands, determining rewards and punishments, so that in the development of MSMEs, one of the obstacles is the problem of HR management (Rahmadi, 2023). A company's success depends on its ability to manage HR well (Bratton in Savitri & Suherman, 2018). Qustolani in Rahmawati (2019) stated that employees have played a vital role in the company's smooth operation. Failure to manage these employees can lead to non-achievement of company performance and sustainability (Rayadi in Aditeresna & Mujiati, 2018). Companies need to establish a business strategy to utilize the opportunities and challenges that arise to achieve competitive advantage through effective HR management (Safitri, 2019). Implementing an effective human resource management strategy can help improve the mental well-being, satisfaction, motivation, health, and productivity of employees in the company (Azizi *et al.*, 2021).

One of the durian culinary MSME businesses in Karawang Regency that still survives today is the Yuki Pondok Durian shop. The implementation of this management is not easy to do because, based on pre-research through interviews with shop owners, it is known that there are still problems, namely the existence of employees who resign because they have the mindset that work is only used as a stepping stone in waiting for the process of calling jobs in other places which they think are the most promising and a more specific career path, there is no good management strategy including lack of awareness of employee communication, and lack of teamwork which can hinder the running of the business.

Based on previous research on employee management strategies, Andriani *et al.* (2023) obtained that implementing HR strategies at the Soul Promise coffee shop volume 506 has not gone well, and the recruitment process needs to be more precise and have a clear job description. Meanwhile, research from Wijiastuti *et al.* (2021) shows that HR management in the screen printing creative industry business during the Covid-19 pandemic is still carried out informally, recruitment not only requires expertise but must have a good personality, training is not carried out continuously, compensation is not carried out regularly, and the motivation provided is quite good. In addition, according to research Sandra *et al.* (2023) show that Ujung Teluk Keriting coffee shop has implemented several effective HR strategies such as recruitment approaches, informal training, implementation of a performance appraisal system, and structured conflict management.

This study aimed to determine how employee management is carried out, the employee management strategies used in improving retention, and the inhibiting factors of employee management at the Yuki Pondok Durian Karawang store.

2. Literature Review

2.1 Human Resource Management

Human resource management is a workforce managed effectively and efficiently through HR operational functions to achieve company, employee, and community goals (Rosmawati, 2017). Sarinah *et al.* (2023) stated that human resource management is the science of utilizing human resources in business to achieve the desired goals. Meanwhile, Hasmin (2021) states that human resource management is the use of the workforce to support activities carried out by an organization. Based on the definition of human resource management above, HR management is the science gained in managing and utilizing an organization's human resources to achieve planned goals.

2.2 Employee Management

Widodo in Sihabudin (2021) states that human resource management evaluates labor needs by ensuring optimal utilization of company goals. Human resource management is the number of people cooperating to achieve company goals (Sinar, 2021). Meanwhile, according to Hasibuan in Guanawan (2023) human resource management is a well-coordinated plan for maximizing the use of human resources to achieve organizational goals. Based on the above definition, HR management is a process of managing the human resources owned by the organization, from recruiting workers to terminating employment; this needs to be done so that an organization can run well.

2.3 Human Resource Principles

Human resource management has 3 principles, namely being able to meet the needs and desires of labor, encouraging labor to participate in the company actively, and creating a work spirit to develop creativity in the company (Safitri, 2019)

2.4 Human Resources Strategy

According to Fahim in Candra (2022) a human resource management strategy is an interconnected part of human capital management implemented as a corporate strategy. In addition, Schuler in Aryani (2019) argues that human resource management strategy is the effective utilization of the workforce in achieving strategic goals, which will have an impact on HR functions ranging from recruitment, planning, training, compensation, and assessment making efforts to integrate the established HR strategy. One of the strategies in employee management is to increase employee retention; a high level of retention will significantly impact organizational performance, so companies must make retention a strategy for maintaining quality employees. (Fatima & Susilo in Aditeresna & Mujiati, 2018). Employee retention is more beneficial to the company in helping reduce employee recruitment costs than continuously recruiting new employees (Al Kurdi *et al.*, 2020). Therefore,

companies must be able to strive to increase employee loyalty, which is only referred to as employee retention (Savitri & Suherman, 2018).

According to Iskandar (2018) the dimensions of human resource management are measured by recruitment and selection, training and development, staffing policies, performance appraisals and promotions, bonuses and sanctions. Research conducted by Fitriani (2018) measures human resource management by providing motivation, recruitment, payroll processes, relationships, training and career development. According to research by Satrio *et al.* (2023) human resource management is measured by recruitment, selection, employee placement, employee development, and termination of employment.

According to Hasibuan in Safitri (2019) indicators of human resource management are work performance, level of cooperation, discipline, level of incentive pay, and level of machine tool production. According to Sinar (2021) indicators of human resource management are HR procurement, HR development, career development, job performance appraisal, compensation, safety, labor health, job analysis and design.

3. Framework

Employee management is the key to balancing employee needs with the capabilities possessed by the company, this is in line with research Rahmadi (2023) It was found that the main obstacle in the growth of MSMEs is human resource management. Companies need to have an effective business strategy to take advantage of opportunities and obstacles that arise, this must be resolved immediately because the business will continue to expand (Safitri, 2019). The dimensions of employee management used in this study are recruitment and selection, training, performance appraisal, motivation, reward, and punishment. Furthermore, the framework is explained in Fig. 3 below.

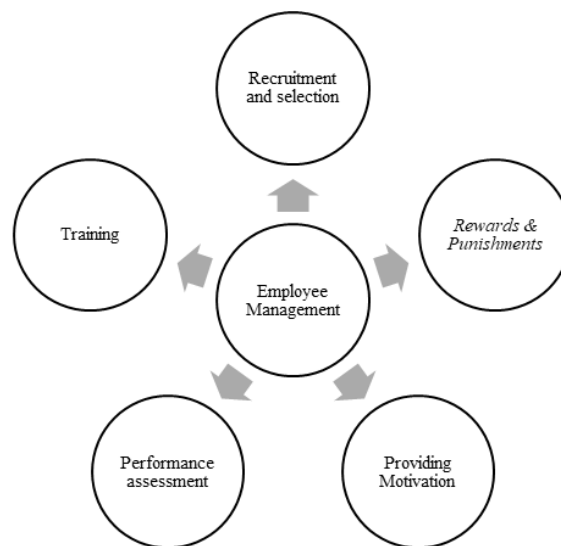


Fig. 3 Framework of Thought

4. Research Method

The research approach was qualitative. According to Helaludin (2019) Qualitative research aims to describe the results of observations, hearing, feelings, and thoughts about phenomena in the field. So, the problems discussed in this study are in the form of written words rather than numbers. The research took place at the Yuki Pondok Durian shop located at Jln. Raya Galuh Mas No.161 Karawang, West Java. The informants in this study were the Shop Owner, Shop Head, and 2 employees. Research data sources are obtained by collecting primary data and secondary data. Primary data is obtained directly from interviews, observation, and documentation, while secondary data is obtained through library research. This research uses triangulation. Triangulation is used to verify data from several different sources and is presented with a consistent perspective from each data source (Harahap, 2020). Then, the data was analyzed using content analysis. According to Asfar (2019) content analysis is research that focuses on an in-depth discussion of information in writing which is then given an interpretation.

5. Results and Discussion

5.1 Profile

Toko Yuki Pondok Durian is one of the processed durian culinary businesses with many variants. It distributes durian pancakes, peeled durian, and durian meat in Karawang Regency. This shop began operating in 2016 and has 3 branch stores with 17 employees. Branch 1 is located at KGV2 Blok. B1 No. 5-6 Cidomba Pinayungan Telukjambe Karawang, Branch 2 at Jln. Raya Galuh Mas No. 161 Sukaharja Village, and Branch 3 at Klari Indah No. A7. Sales are carried out offline and online (Grabfood and Gofood). In addition, marketing distribution has been carried out online on Instagram and Facebook.

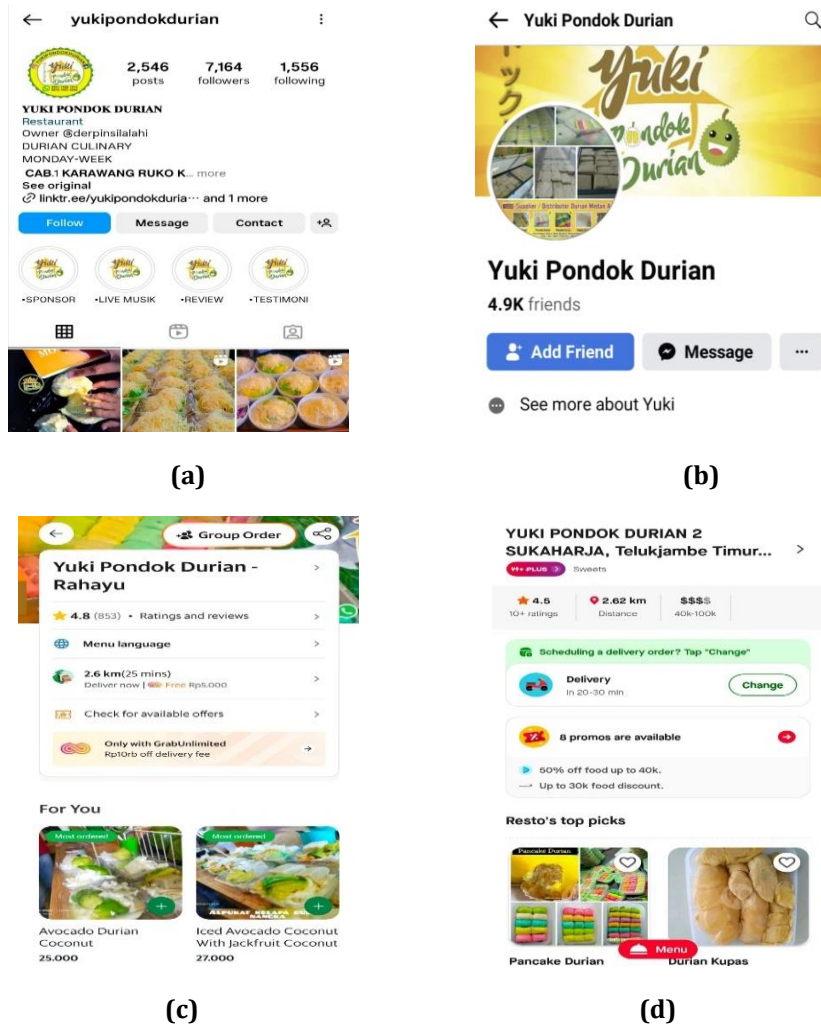


Fig. 4 (a) Instagram Yuki Pondok Durian; (b) Facebook Yuki Pondok Durian; (c) Grabfood Yuki Pondok Durian; (d) Gofood Yuki Pondok Durian.

5.2 Research Results

Based on the results of interviews with shop owners, shop heads, and 2 employees, employee management includes aspects of recruitment and selection, training, performance appraisal, providing motivation, reward and punishment. The following interview results are explained in the explanation below:

5.2.1 Recruitment and Selection

Recruitment is carried out by adjusting the number of employees who leave or by the store's needs when it is necessary to open a new outlet. The following is the number of outgoing employees in 2021 - 2023.

Table 1 Data on the number of employees leaving the Yuki Pondok Durian Store 2021-2023

Year	Initial Employee Count	Number of Employees Leaving	%	Number of Employees Entered	%	Final Employee Count
2021	13	4	31%	4	31%	13
2022	13	1	8%	3	23%	15
2023	15	1	7%	3	20%	17



Fig. 5 Employee Data of Yuki Shop Pondok Durian 2021-2023

Based on Table 1, it can be concluded that there are still resigned employees, which shows that every year, there is a change of employees and additional employees due to the opening of new outlets. So, interviews were conducted to determine the recruitment and selection process based on this data.

The results of the interview with the Shop Owner stated that "the recruitment stage is carried out when there is a shortage of employees, additional needs or employee changes. Usually, we disseminate information first through social media or through our employees to provide references. Some acquaintances or relatives may need job vacancies, but we prioritize prospective workers from references because usually, if from social media, many employees are less durable. It is also better if it is a reference because the employee is already familiar with it, so adaptation and communication will be easier during training. Usually, after that, we collect CV applications, then determine which ones we think can enter our store criteria from the CV applications that come in; we determine the interview schedule. After that, we will discuss wage/salary issues and determine when to start entering and the technicalities. There are no special requirements because it does not require skills or people who must have high degrees or certain qualifications. At least junior high school or high school equivalent, the important thing is to be able to count or communicate and certainly the intention to work".

Then, according to the Head of the Store stated that "the recruitment stage process is carried out by the father (owner), so usually he likes to search on social media or in private work groups like that. For special requirements, junior/senior high school graduates are not a problem, it is not burdensome, the important thing is the intention to work". In line with what Employee 1 said, "At that time after my school graduation, there was a call from a relative to work. I was interviewed, and then, in terms of entering work, I was told to come to work on such a day on such a date. There were no special requirements because at that time I had just graduated too". In addition, according to Employee 2, "When I applied for work here, there was information from a friend who worked here and was immediately interviewed by the father (owner) and then there was another call to work starting tomorrow, there were no special requirements given." In the selection process there are several criteria to adjust the needs and vacancies of the store, as revealed by the shop owner "after entering the process, we select several candidates for the application, and we take several candidates who fit our criteria, for example, if we need 1 employee, at least we call the selection of 2-3 candidates so among the 3 we will interview and determine which one is more suitable and appropriate to become an employee".

5.2.2 Training

Based on the results of interviews on the application of training provided to employees, namely by conducting regular training. The shop owner revealed this "The training is not too difficult because the shop does not require work requiring specific skills. Usually, 1 week at the beginning of entry training is carried out for employees. The respective leaders in each store carry it out. However, some training sessions are also referred to more senior employees because the training at the beginning of entry is not done directly. However, gradually, there are already PICs for each. For example, PIC in production whose seniors can be transferred there or other parts other than in production, so the training is carried out gradually. There is no regular training, so training is only specific at the beginning for training all conditions in the store, such as what the work is like starting from the SOP rules. The most for refreshment may be more about product prices when production increases the price of goods/materials that must be adjusted again; maybe there will be training again".

The same thing was also expressed by the head of the shop "Usually taught by me, other employees or ladies (owners) also sometimes like to be there to monitor. There is no routine training, so we do it gradually; the rest is just reminding each other of the work process. As a leader, the main point is that cleanliness and discipline must be applied, and for production, I teach it gradually". Then, according to Employee 1 "The first stage is that we train in the production section first. It is assigned to the leader so that the leader guides new employees. There is no regular training for new employees, just regular training". In addition, Employee 2 stated "We are directly taught here by other employees in training from the production section and others. The training is given by employees and leaders only. There is no routine training, only when entering work".

5.2.3 Performance Assessment

An interview was conducted to determine what efforts were made to achieve the performance appraisal at the Yuki Pondok Durian store. The results of the interview with the Store Owner stated that "for a written performance appraisal, there is no, maybe like in a company there is a written performance appraisal, if we are only visual, the daily life of employees. So we see their daily work starting from discipline, loyalty and also some assessment results from the leader, so we as owners will ask for input from other employees, for example from the leader or other seniors ". Meanwhile, according to the head of the store, "for performance appraisal, it goes back to the discipline, diligence, neatness in dress, then you get a plus from my leader and you as the owner".

5.2.4 Providing Motivation

In providing motivation, interviews were conducted to find out what efforts employees have made to maintain their work enthusiasm. The results of the interview with the Shop Owner stated that "for motivation, I just give more advice such as always trying to be grateful for whatever work we get now, meaning do not always look up, see their friends working in factories or more significant wages, do not compare, Because whatever work they are doing must always be grateful and a little motivation if they work well wherever it is, God willing, there will be other fortunes, maybe later they can get another job in our place or maybe from us there is also a branch opening or business expansion again, we can raise it if it is good performance results, we can make it a leader in the next place. For the time of providing motivation, because we have several outlets, we rarely gather employees together because for things like this, we deliberate, we give it in the Whatsapp Group so that all owner and employee communication info we do every day there, and there are also certain times like we hold a gathering to eat together. Usually, there is little motivation that we give there".

As for the statement, according to the head of the store "for motivation, most often giving a good example, like being diligent in cleaning, coming on time so that it can also motivate employees to be more diligent and enthusiastic in working. For a time, before work starts, work starts with prayer first and then giving motivation to other employees like that". Furthermore, employee 1 stated "From the leader, I give motivation in terms of cleanliness like the leader specializes in all employees to maintain cleanliness, skills and enthusiasm to work harder. The time is from the morning before work until late anyway." Employee 2 also expressed a similar sentiment "I was given motivation not to complain too much, to be enthusiastic about working too. The motivation is given before starting work as well as when starting work".

5.2.5 Reward and Punishment

Based on the results of interviews by shop owners in providing rewards, it states that "for rewards, there are not too many, just standard, we have a few little extras besides their salary/wages, we have a kind of weekly tips, or there are diligent employees, for example, many initiatives to provide ideas, be it in the form of decoration, ideas for improving the equipment needed to speed up work, there are usually some we give, there are also rewards

that we give once a year such as family gatherings or the selection of the best employees. The criteria are loyalty and discipline. Maybe he enters earlier than working hours or often provides ideas for improvement, so there are certain points to be rewarded".

This is in line with what the head of the store revealed "For rewards, usually, you give a bonus every week; it is a form of reward, thank God, for the employees here. Usually, the reward is given evenly to all employees every week; there are no certain criteria. Most who have certain ideas are rewarded directly by the father (owner)." In addition, according to employee 1, "for the weekly rewards. Then once a year, you get tip money so that 4 times a month you get tips like that, for a year it is given a special family gathering for a walk." Moreover, According to employee 2, "The reward given is in the form of bonus money every week".



Fig. 6 (a) Family gathering banner; (b) Family gathering

In the punishment applied according to the results of the interview, the shop owner stated "For punishment, I am not too rigid with employees from myself and my wife, we consider employees to be like brothers because it is natural for humans to make mistakes, mistakes or maybe there is miscommunication and mistakes occur, usually we remind them verbally first, we advise them, first ask why they made a mistake and what kind of improvement they will make in the future and if they still want to work again they must have some kind of promise not to repeat it, but if they still repeat it, inevitably we will have some kind of warning, and it can lead to termination of employment". Violent violations may not be significant those who often come late, take too many days off or are the most fatal are losing or taking goods without information. Violent violations may not be too significant the frequent ones are coming late, taking too many days off, or the most fatal is losing items or taking items without information.

5.3 Discussion

Based on the results of the research above show that the application of employee management implemented at the Yuki Pondok Durian store is by the theoretical study by discussing the five components of the employee management dimension, namely recruitment and selection, training, performance appraisal, providing motivation, reward and punishment. The following is a discussion of these results:

5.3.1 Employee Management

The results showed that the owner of the Yuki Pondok Durian store carried out recruitment and selection when experiencing a shortage or replacement of employees, which then carried out the selection process by adjusting the specified criteria and the needs required by obtaining prospective workers through internal sources through recommendations from employees who worked at the store and external sources by disseminating information through social media. This is supported by research by Guanawan (2023) which states that recruitment and selection are carried out with human resource management planning by determining the number of employees according to the required criteria so that the prospective workforce can be selected according to the desired needs.

Training is carried out at the Yuki Pondok Durian store by providing training to new employees to help the process of introducing the work environment and job descriptions, starting from work regulations and production parts, which are carried out regularly; of course, training is provided by the head of the store in each outlet and seniors who are experts in these parts. The results of this study are supported by research by Wijastuti *et al.* (2021) training provided to new employees aims to improve the skills needed when carrying out work and help new employees master the specific skills needed.

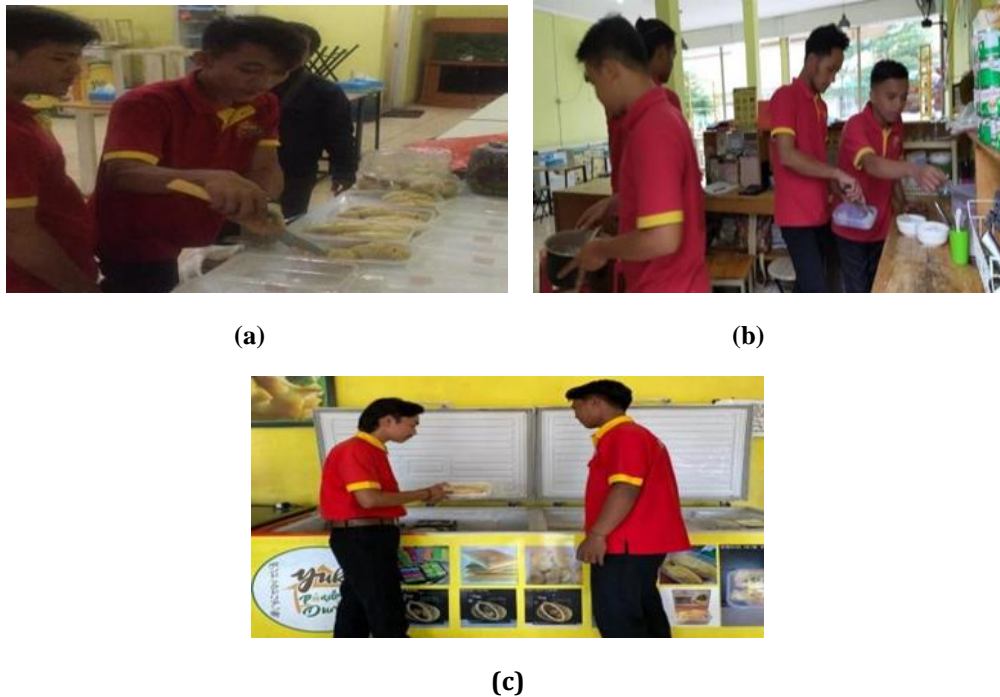


Fig. 7 (a) Production process training; (b) Menu presentation training; (c) Product introduction training

In implementing performance appraisals, Yuki Pondok Durian shop owners only apply visualization assessments with assessment criteria, namely work discipline, employee loyalty to work, creativity, attendance, initiative, and neatness in dress. This is related to research by Sandra *et al.* (2023) Performance appraisals can provide feedback to employees about the performance they have done and provide achievements to make them more motivated at work. However, without a structured performance appraisal, employees can get feedback and identify work results that need improvement.

The results showed that the owner and shopkeeper were motivated at the time of gathering all employees and in the WhatsApp group, as well as daily briefing during working hours. This is done to maintain communication between employees and owners so that they can provide mutual motivation and enthusiasm at work. In line with research by Sandi (2020) motivation can be provided during morning briefing so that employees are more motivated to work and can provide the best possible performance. In addition to providing motivation, there are rewards given with several criteria set by the shop owner, namely loyalty, discipline in coming to work, and creativity in providing ideas and input for improving store operations. The research results align with Guanawan (2023) Giving appreciation to employees who have given the best performance is a company obligation to provide more motivation and attention to employees. The most fatal sanction is termination of employment, the punishment applied by giving verbal warnings. This is applied to continue motivating and disciplining employees to work better. The results of this study are supported by Guanawan (2023) who states that punishment is used as a reminder to employees so that they can perform optimally under the tasks that have been assigned and determined previously.

5.3.2 Management Strategies Used at Yuki Pondok Durian Karawang Store

The results showed that the strategy carried out by the shop owner prioritized the recruitment process in the search for prospective workers through internal sources, namely recommendations from employees who work at the store. The owner does this because prospective workers obtained from internal sources tend to last longer than external sources through searches on social media. After all, it is faster to adapt to the work environment because it already has a close relationship with the recommended employee, and it is safer and easier to communicate during the training period. According to Doedyk (2018) retention is one of the company's strategies to retain its employees.

Yuki Pondok Durian shop owners also provide 2 ways of providing motivation: verbally and in action. Providing motivation verbally is given with constructive advice or motivating words in daily briefings, while motivating action by modeling positive things towards employees to be more active at work, giving rewards for the work that has been done by employees such as selecting the best employees announced at family gatherings every year, as well as giving bonuses every week to all employees. This is supported by research by Wijastuti *et*

al. (2021) To ensure a positive contribution, the company must provide rewards proportional to the work that employees have achieved.



Fig. 8 (a) Daily briefing; (b) Motivation by the shop owner

5.3.3 Factors inhibiting employee management at Yuki Pondok Durian Karawang Store

Based on the results of interviews with shop owners, shop heads, and 2 employees, it can be concluded that several violations are inhibiting factors in employee management at the Yuki Pondok Durian store, namely, (1) some employees apply for too long a vacation time, (2) some employees are dishonest by violating work rules, (3) there are work mismatches in terms of teamwork, (4) there are employees who are not disciplined in terms of work entry hours. So This affects the process of running store operations, especially when many customers then make the service process

6. Conclusion

Employee management at the Yuki Pondok Durian store has been implemented. It is running well because it carries out the recruitment and selection process, training, and performance appraisal and provides motivation, rewards, and punishment with the priority of employee management, which is a strategy, namely prioritizing the recruitment process through internal sources compared to external sources to facilitate adaptation to the work environment, communication during the job training period and accelerate the selection process, providing motivation and rewards in increasing motivation in giving appreciation for the work that employees have done. The inhibiting factors in employee management are (1) some employees apply for vacation time that is too long, (2) some dishonest employees violate work rules, (3) there is a mismatch in teamwork, (4) there are employees who are not disciplined in terms of working hours.

7. Implications

Suggestions that can be given to the Yuki Pondok Durian store are to pay more attention to the recruitment and selection process by providing policies to new employees, such as a work agreement as a form of commitment to job duties so that the established rules can carry them out. For employee performance appraisals, a unique platform (hotline) can be created on social media or the website as a forum for customer complaints regarding store services in customer satisfaction because, through the hotline, performance appraisals can be seen externally and can be used for operational improvements and employee assessments. A written performance appraisal can also be made to review work results in order to see the performance improvements that employees have made.

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Conflict of Interest

Authors declare that there is no conflict of interests regarding the publication of the paper.

Author Contribution

The authors confirm contribution to the paper as follows: **study conception and design:** Wulan Nur Ihsan, Uus Mohammad Darul Fadli, Ery Rosmawati; **data collection:** Wulan Nur Ihsan, Ery Rosmawati; **analysis and interpretation of results:** Wulan Nur Ihsan, Uus Mohammad Darul Fadli, Ery Rosmawati; **draft manuscript preparation:** Wulan Nur Ihsan, Ery Rosmawati. All authors reviewed the results and approved the final version of the manuscript.

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