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Research Article

Human Resource Management Problems in Startup Companies: Case Study

Suyono Thamrin[1]

M. Calvin Capnary[2]

Iskandar Agung[3]

Achmad Dudin[3]

Bagus Hary Prakoso[3]

Novita Siswayanti[4]

[1]Defense University,
Kawasan IPSC Sentul, Sukahati, Kec. Citeureup,
Kabupaten Bogor, Jawa Barat 16810,
Republic of Indonesia
[2]Bina Nusantara University,
Jl. Kebon Jeruk Raya No. 27, Kebon Jeruk,
Jakarta Barat 11530, Indonesia
[3]Research Center for Education,
National Research & Innovation Agency,
Jl. Gatot Subroto, Kav. 10,
Jakarta Pusat, Indonesia
[4]Center Research for Society & Culture,
National Research & Innovation Agency,
Indonesia

Abstract

This paper aims to examine the influence of human resource management on startup business activities. Human resource management itself is thought to be influenced by factors of the company's organizational system and start-up business management. The research was conducted on startup employees, both those who are still running their business and those who have stopped (bankrupt). The sample of employees is 128 people obtained randomly. The data collection technique was carried out by distributing questionnaires using the Google form. Before the questionnaire was applied, trials were carried out to determine the validity and reliability using Pearson and Cronbach's Alpha criteria. Research analysis using SMART-PLS. This study found that the factors of company organizational systems and business management have a positive effect on human resource management in startup companies. The impact will create weak or strong conditions for startup employees and will determine the continuation or cessation of startup business activities. It is recommended that startup business people try to develop a conducive climate in the company's organizational system, business management, and employee management.

Keywords: company, startup, human resources, business, sustainability

1. Introduction

The rapid development of digital information and communication technology has brought changes in the life of the world community. This change has not only made life more global, open and competitive, but has also enlivened the world of startup businesses that rely on the use of technology. Various startup businesses have sprung up by adopting technological innovations, both in the fields of education, health, property, and even entertainment. These startups cover various types, ranging from supplying basic necessities and vegetables, electronics, clothing, shoes, watches, culinary, reading books, spare parts, motorcycles, automotive, shipping goods, and others. In fact, many individual business activities use digital technology services in marketing their wares, so that it becomes viral and attracts consumers to shop.

There are startup businesses that survive and thrive, but otherwise stop producing. Start-up companies such as eFisheri, Gojek, Grab, Lalamove, Tokopedia, Bukalapak, Lazada, and others that rely on the use of digital technology, still exist and are able to run their business. On the other hand, many companies have discontinued their business activities, for example: Fabelio, Airy Room, JD.ID, Sorabel, Stoqo, and others engaged in the business of furniture and interior, food ingredients, market squares, construction, and others. (CNBC Indonesia, 2023). Why are some startups able to survive and develop their business activities, while others fail and die?

It is suspected that the success or failure of a startup business is influenced by the complexity of factors (Okrah & Nepp, 2017; Hardiansyah & Tricahyono, 2019; Aras, Ramadhani, & Sari, 2021; Santamaria & Bulchand-Gidumal, 2021). One of them is the human resource factor, both internal and external. Internals are within the company, such as leadership and employee competence, while externals are outside the company, such as: investors, consultants/advisors, and customers. The human resource factor itself is thought to be influenced by other factors in the form of the company's organizational system (location, vision and objectives, organizational structure, work facilities, reward system, career system, and work network), as well as startup business management such as: product, price, marketing, prices, services, consultants/advisors, and investors.

The implementation of this startup is interesting to study to find out the factors that influence and have an impact on business activities. It is predicted that the human resource factor has a core role in r nning a startup business. Although this business relies on digital technology and internet networks, its implementation is highly dependent on the company's human resources. Human resource management is an important factor in achieving organizational goals (Mathis & Jackson, 2014; Follet, 2015; Robbins, 2017). Human resource management includes leadership, employee competence, teamwork continuing professional development, integrity, social relations, and safety security and health. In addition to technology, this element of human resources directly or indirectly determines the ease, fluency, accuracy, trust, and success of a startup business (Dessler, 2011; Pynes, 2013; Mathis & Jackson, 2014; Sari & Sitepu, 2016; Robbins, 2017; Abdullah & Wulanyani, 2020; Rustiawan et al, 2023).

It has been said above, the management of startup human resources is thought to be influenced by factors of the company's organizational system and business development management. The organizing system covers various normative and operational aspects (Nanus, 2014; Luthans, 2014; Colquit, Lepine, & Wesson, 2015; Robbins, 2017), while business management includes those related to the business being run (Kotler & Armstrong, 2014; Govindarajan, 2007; Zeithaml, Bitner, & Gremler, 2009; Sukotjo & Radix, 2010).

This paper wants to find out how the influence of company organizational system factors and startup business management on human resource management, and their influence on company sustainability. The discussion regarding startup companies is quite up to date, along with the emergence of this business through the use of digital technology and the internet. It is suspected that many start-up companies that fail and go bankrupt are influenced by these factors. This paper does not only aim to analyze the magnitude of the influencing factors between the variables studied, but also the contribution of the strongest indicators of each variable. Analysis of the contribution of

indicators is a new form of writing as an effort to understand and provide recommendations for the implementation of startups.

1.1 Literature review

The development of digital technology has led to the emergence of startup business activities. Startups are new companies that adopt digital technology innovations in running their business. Several startups are called Unicorns as business entities in the form of companies with a nominal value of US $ 1 billion based on digital technology and the internet. Some of the characteristics of a Unicorn startup include: business innovation, business strategy that focuses on broad customer reach, developing technology, and private ownership (OCBC NISP, 2021). In Indonesia, there are startups that are included in Unicorm, such as: Grab and Gojek are engaged in transportation, Traveloka is engaged in travel and accommodation, OVO is engaged in finance. Some examples of global Unicorm are Doordash which is engaged in the food sector, WeBank is engaged in developing facial recognition applications, and Palantir Technologies is engaged in the big data sector (OCBC NISP, 2021).

Startup do not always have large capital, on the contrary, medium, small and individual businesses appear with the following characteristics: relatively young, creative, innovative and disruptive through efforts to find new markets, develop and utilize digital technology and internet networks in run their business, the number of employees is relatively small, and venture capital comes from founders and investors for sustainability. The emergence of this startup faces challenges that are not easy, especially with relatively small capital and high levels of competition. Just look at the many caffee coffee or culinary business activities that are based on the use of technology, both in the form of companies and individuals. In fact, intense competition has resulted in many startups being unable to attract customers and having to stop running their business. Some examples of startups in Indonesia that cannot continue their business include: Fabelio, LINE, Xendit, Tokocrypto, and others (CNN Indonesia, 2022).

The technology base of startup companies is thought to be influenced by the capabilities of its human resources. The company will not run if it is not supported by qualified workers, starting from leaders, competent workers, functional work teams, employees with integrity, creative and innovative, and continuously developing professionalism, as well as work and social relations between employees. friendly and mutually supportive.

Leadership is related to the ability of leaders at all levels to mobilize their subordinates, support the company's vision and goals, achievement-oriented, dare to take risks for progress, be creative and innovative in develop ng and utilizing technology, able to provide assistance and guidance, and others (Anderson, 1998; Goleman, Boyatzis, & McKee, 2007; Nanus, 2004; Eric, 2010; Luthans, 2014; Colquitt, Lepine, & Wesson; Robbins, 2017; Robbins & Judge, 2017; Thoha, 2018). Competence is related to the ability or capacity of workers to carry out tasks, where this ability is determined by intellectual and physical factors (Robbins, 2017; Thoha, 2018).

Another thing related to human resource management is the division of tasks through the formation of teamwork that are interconnected and support one another (Littek, 2001; Hasibuan, 2007). Through teamwork, it is hoped that workers will work according to their abilities and specialties, so that satisfaction, enthusiasm and smooth work will emerge. In managing these resources, continuous professional development (CPD) efforts are also needed for workers, especially considering the dynamics of technology-based companies, fierce competition, and demands for responsiveness, convenience, and speed of service, etc. (Craft, 2004; Collin, van der Heijden, & Lewis, 2012; Friedman, 2013; NRCPD, 2015; Bosschieter, 2016; SMU Academy, 2021; Indeed, 2023).

In managing human resources, it is necessary to develop employee integrity, due to the nature of the startup business which does not meet face to face with buyers. In product marketing, employees must have a hard work ethic, be disciplined, honest, friendly, trustworthy, and so on in order to provide customer satisfaction and motivate them to repeat purchases of the goods/services

offered (Harris, Sapienza, & Bowie, 2009; Ekberg, 2017; Soekanto & Mustikarini, 2017; Wua, Nelwan, & Lumantow, 2022). Integrity also includes employee creativity in improving work competence and professionalism, one of which is by developing and utilizing digital technology, both independently through various sources as well as education and training conducted by the company. In managing human resources, it is necessary to develop employee integrity, due to the nature of the startup business which does not meet face to face with buyers.

In product marketing, employees must have a hard work ethic, be disciplined, honest, friendly, trustworthy, and so on in order to provide customer satisfaction and motivate them to repeat purchases of the goods/services offered (Harris, Sapienza, & Bowie, 2009; Ekberg, 2017; Soekanto & Mustikarini, 2017; Wua, Nelwan, & Lumantow, 2022). Integrity also includes employee creativity in improving work competence and professionalism, as well as manifesting trustworthy, committed, honest, loyal and responsible behavior towards their work (Ang & Low, 2012; Covey, 2015). Another aspect is the ability of employees/workers to develop and utilize digital technology. Startup businesses require companies to develop and utilize digital technology, so that goods/services are affordable and attract consumers. The packaging for the distribution of goods/services offered must be as attractive as possible, reach the widest possible customer base, and run smoothly. Ineffective development and use of technology will only keep consumers away from using goods/services.

In managing human resources in startup companies, it is important to foster social relations between employees/workers that are harmonious, friendly, friendly, empathetic, emotional control, and others. (Vlachos, 2008; Liang et al, 2011; Hartati, 2020; Herlinah et al, 2021; Aprianto & Utami, 2022). The familiarity of these social relations will create mutually supportive work situations, reduce conflict, and foster a sense of belonging to achieve common goals.

Another quite important aspect covered in human resource management is the creation of a comfortable, calm, safe working atmosphere, as well as the existence of health insurance for employees and their families. Companies that pay less attention to the aspects of peace, security, and employee health insurance tend to bring low work anxiety, responsibility, discipline, and loyalty (Jonathan & Mbogo, 2016; Said, Heryati, & Musyawarah, 2023).

Human resource management is thought to be influenced by various complex factors, including organizational systems and company business developments. The company organizational system is a social entity that has an organizational culture, is structured, and is related to the external environment (Morgan, 1986; Daft, Murphy, & Willmot, 2013; Ivanco, 2013; Schein, 2018; Robbins & Judge, 2017). The company organization must at least have elements of vision and goals, location, division of labor, organizational climate, facilities, reward system, career system, and network with partners.

Vision and goals are the results to be achieved in the future (Nanus, 2004, Robbins, 2017, Schein, 2018). The division of labor is the distribution of tasks into sub-subs in an organizational structure that are interrelated and support one another in order to achieve the vision and goals (Littek, 2001; Hasibuan, 2007; Laegaard & Bindslev, 2010; Ivancevich & Matteson, 2011; Robbins & Judge, 2017). Location is also an important aspect of the company's organization, especially the proximity and ease of reaching customers. In a startup business, maybe the location element is not that important, because it is technology-based. However, a startup location that is close and easily accessible to partners is important, especially with regards to shipping goods. For startups engaged in the transportation of people or goods, proximity, convenience, and speed are needed to reach customers and adjust prices.

An important aspect is the working climate. In simple terms, the work climate is a description of the quality and atmosphere of work at the place of duty, both physical, social and psychological which can increase worker motivation and satisfaction (Davis & Newstrom, 1995; Robbins, 2017; Permatasari & Ratnawati, 2021; Yantu, 2018). Start-up businesses are carried out indoors, so they require adequate work facilities starting from buildings, computer technology, machines and production rooms, office space, meeting rooms, air conditioning, and other office equipment. Included in the work climate are reward systems and career systems for employees. The reward

system is rewards for employees, both material and non-material, in the form of salaries, wages, and others that can motivate, provide satisfaction, increase knowledge, give employees pride (Robbins & Judge, 2017; Schein, 2018; Capnary, Rachmawati, & Agung, 2018; Wulandari et al, 2019; Hadziahmetovic & Dzambić, 2021; Marleyna, Devie, & Foedjiawati, 2022;). The same thing also applies to the career system as norms and rules that provide certainty for employee career advancement, so that employees are more motivated, enthusiastic, and show work performance (Ivancevich & Matteson, 2011; Robbins, 2017; Schein, 2018; Putra, 2020; Suryanto & Light, 2023).

Another aspect is the networking relationships with partners, both companies and individuals. Startup business activities require goods/services sourced from partners, so of course it requires adequate supplies or readiness. Cooperation networks for delivery of goods orders to consumers, for example, need to partner with transportation service companies so that they can be received safely, reliably, on time, and satisfy customers. For startups engaged in transportation services, for example, it requires collaboration with drivers who have motorbikes or private cars, so they can provide services to consumers. Currently, transportation service startups (in Indonesia, startup companies Grab and Gojek, for example) have penetrated into various business activities involving companies and individuals, starting from delivering people/goods, food/drinks, and others. This network will directly or indirectly affect the resilience and development of startup businesses (Durda & Krajcik, 2016; Sienatra & Tejo, 2016; Min Zhu, Zhang, & Yao, 2021; Gojek, 2021; Yusra, 2022).

Another factor that is thought to influence human resource management at startups is the management of business activities. There are a number of indicators related to business management, namely: products, prices, marketing, public relations, services, advisors, and investors. Products are anything that can be offered to a market with the aim of satisfying consumer needs or wants (Kotler & Armstrong, 2014). Startups rely on information technology and electronic innovation to create unique products or completely new services (dailysocial.id, 2022). Products issued can be in the form of goods and services, so that pricing is based on the goods and services provided. Price is the amount of money charged for a product (goods or services), or the amount of value that consumers must pay to get the benefits of the product (Kotler & Amstrong, 2014; Kotler & Keller, 2016). For online purchases, for example, customers must pay the price of goods and delivery services via bank transfer, use of credit, or Cash on Delivery (COD).

Another aspect is marketing, as an activity of a series of stages to produce, communicate, deliver, and exchange the value of goods or services for consumers, partners, and society in general (Kotler & Amstrong, 2014; Kotler & Keller, 2016). As a startup company, marketing activities are very dependent on the use of technology and the internet. The development of a marketing mix strategy that is linked to the use of technology in startups needs to be done in a way that attracts users of the goods or services offered, both in terms of product, price, place, promotion, people, process, and physical evidence (Kotler & Armstrong, 2014). A number of studies show that product, price and promotion elements are important to pay attention to in this startup business, especially related to the quality of goods/services, prices of goods, and dissemination of information through cyberspace (Tibaingana, 2019; Shukla & Dwivedi, 2020; Rachmawati et al, 2021).

In addition, a startup business not only needs to have a marketing division, but also good public relations to facilitate and expedite communication both between employees within the company and with customers. Public Relations will make the company more responsive to customer interests, make it easier to contact partner companies, receive complaints about services or goods, and so on, so as to create customer satisfaction.

Another aspect is the existence of a Consultant/Advisor element. Startup businesses need advice, input, guidance, and direction from consultants/advisors regarding various aspects of startup business. These consultants/advisors are experienced experts, so that the business can survive and grow. The same thing is also the importance of the existence of Investors in the startup business. Startup businesses often depend on investors as business funders. Their role is not only in providing venture capital, but also in networking and mentoring, as well as expanding market access (Rosa, Sukoharsono, & Saraswati, 2019; Dwirachmayuni, Idqan, & Imam, 2019; Park & Kim, 2023).

It is suspected that company organizational factors and startup business management have an influence on human resource management. Conducive or not the influence of these two factors tends to lead to the management of human resources in the company. Technology-based business startups require employees who are competent and have reliable skills in carrying out their jobs, whether working in the fields of administration, finance, marketing, public relations, as well as the development and utilization of technology. Incompetent employees will become an obstacle in business activities, low performance, lack of motivation, often make mistakes, productivity and work results are far below standard (Rantesalu et al, 2016; Dbeyond Team, 2021; Efendi & Yusuf, 2021; Herwina, 2022). It is these employees who will bring a teamwork situation to run professionally, smoothly, quickly and on target, or vice versa. Work teams that are synergistic, harmonious, and mutually supportive of one another, will enable startup businesses to run well, reliably, and develop (Ulijn et al, 2011; Hernandez, Fernandez-Mesa, & Edwards-Schachter, 2018; Kusuma & Sutanto, 2018; Lūsēna-Ezera, Līduma, & Egliņš-Eglītis, 2019). Therefore, whether employee ownership is conducive or not will determine the strength and weakness of business direction, sustainability and development or vice versa bankruptcy and production cessation. Competent employees supported by a good company organizational system and attractive startup business management tend to lead to success and sustainable business development.

Corporate sustainability will bring company development, business development, product quality improvement, service improvement, customer satisfaction, and so on (Hardiansyah & Tricahyono, 2019; Luc, Thanh, & Phung, 2020; Aras, Ramadhani, & Sari, 2021; SevillaoBernardo, Robles, & Herrador-Alcaide, 2022). Conversely, corporate organization, business management, poor human resource management, will cause the cessation of business activities. Startup discontinuity is seen in incompetent workers, products that are less needed by consumers, ineffective marketing, poor service, company losses, etc., employees who are dissatisfied and stop working, company losses, investor withdrawals, etc. others (Davilla, Foster, & Shimizu, 2013; Bednár & Tarišková, 2017; Mutia, 2022; Bayu, 2022). Based on the description above, a theoretical framework for analyzing research problems is built, as follows.
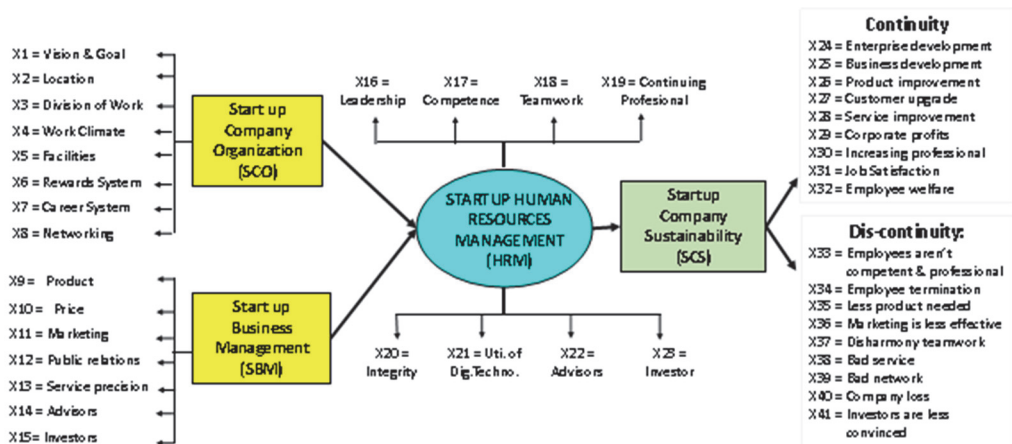
Figure 1: Theoretical framework human resource managment problems in start up companies: case study

Proposed research hypothesis:
- Startup Company Organization (SCO) and Startup Business Management (SBM) have

influence on Human Resources Management (HRM)

- Human Resources Management (HRM) has an impact on Corporate Sustainability (CSU)

2. Research Method

This paper is part of the results of research on startup businesses conducted in early 2023 in the province of DKI Jakarta. The startup objects studied were obtained randomly, both for startup companies that were still running their business activities and those that had stopped. The research sample is employees who are or are no longer working from startup companies. The planned sample size is 150 people (hereinafter referred to as respondents) obtained randomly. Data and information on all matters related to the focus of the discussion were obtained from these respondents.

Data collection was carried out by distributing questionnaires to respondents. Before being distributed to respondents, the questionnaire was previously tested to determine its validity and reliability using Pearson and Cronbach's Alpha criteria (Sugiyono, 2018). Questionnaire distribution technique is done through google form. Respondents were asked to fill in the answers to the questions in the questionnaire on the Google form. However, researchers will really screen that the questionnaire fillers are those who are or have worked in startup companies, strengthened by identity traits and work experience. Data is also collected through other secondary sources, in the form of documentation, archives, journals, research reports, and others. Limited interviews were conducted with a number of people who were considered to have knowledge of the startup business.

Research analysis was carried out using the SMART-PLS technique (Hansman & Ringle, 2004; Ghozali, 2014; Garson, 2016; Hair et al, 2017; Muhson, 2022). Analysis to determine convergent validity, composite reliability, and bootstrapping analysis, Furthermore, the contribution of indicators in each variable will also be discussed.

3. Results and Discussion

3.1 Respondents Answer

This study obtained answers to questionnaires from 128 respondents with details of 45.4% still working and the other 54.6% no longer working at startup companies. As many as 74.3% were male respondents, and the remaining 25.7% were female. They still work or have previously worked in startups engaged in online goods trading, construction services, transportation services, freight forwarding services, warehouse provider services, hotel services, marketplaces, suppliers of fresh food and vegetables, furniture and interior, co-working space, and education. Considering that the startup business is still relatively new, the respondent's work experience is under 3 (three) years. Respondents' positions in working at startups also varied, ranging from managers and product staff (6.3%), managers and finance staff (9.4%), marketing staff (19.5%), instructors (3.9%), programming (7.8%), operational staff companies (27.3%), operators (4.7%), drivers (17.2%), and delivery people (3.9%).

The level of income earned by respondents varied. The lowest income based on the DKI Jakarta provincial minimum wage was obtained by workers of 4.9 million rupiah with low status, and the highest was 50 million rupiah with manager/director status. The level of income is between 10 million rupiah - 25 million rupiah, obtained by mid-level staff with certain skills, such as: finance staff, programming, production staff, and instructors.

3.2 Measurement Model Testing (Outer Model)

The outer model is a test to determine the relationship between latent research variables that reflect the indicators in it. Latent variables are variables that are not measured directly or are also called unobserved variables or abstract phenomenon variables determined by the manifest variables or

E-ISSN 2281-4612
ISSN 2281-3993

Academic Journal of Interdisciplinary Studies
www.richtmann.org

Vol 13 No 5
September 2024

constituent indicators (Hansman & Ringle, 2004; Ghozali, 2014; Garson, 2016; Hair et al, 2017; Muhson, 2022).

3.3 Convergent Validity

Preliminary data processing is carried out to find out the Outer Model in order to see the validity of the manifest variable or its constituent indicators. Convergent validity is measured using the outer loading parameter. Individual reflexive measurements can be said to be correlated if the value is >0.70 with the construct you want to measure (Ghozali & Latan, 2015). From the results of the measurement model analysis, it is known that there are several variables or manifest indicators whose loading factor values are <0.70 so they must be dropped, as shown in table 1 below.

Table 1. Loading Factor Values for All Variables – Indicators

Variables - Indicators	Stage 1		Stage 2	
	Outer Loading	Conclusion	Outer Loading	Conclusion
x1	0.621	Not Valid		
x2	0.852	Valid	0.844	Valid
x3	0.864	Valid	0.869	Valid
SCO x4	0.871	Valid	0.872	Valid
x5	0.876	Valid	0.882	Valid
x6	0.771	Valid	0.791	Valid
x7	0.864	Valid	0.869	Valid
x8	0.889	Valid	0.893	Valid
x9	0.841	Valid	0.841	Valid
x10	0.755	Valid	0.755	Valid
x11	0.901	Valid	0.901	Valid
SBM x12	0.934	Valid	0.934	Valid
x13	0.936	Valid	0.936	Valid
x14	0.944	Valid	0.944	Valid
x15	0.926	Valid	0.926	Valid
x16	0.940	Valid	0.940	Valid
x17	0.937	Valid	0.937	Valid
x18	0.950	Valid	0.950	Valid
x19	0.939	Valid	0.939	Valid
HRM x20	0.928	Valid	0.928	Valid
x21	0.931	Valid	0.931	Valid
x22	0.783	Valid	0.782	Valid
x23	0.833	Valid	0.833	Valid
x24	0.761	Valid	0.763	Valid
x25	0.820	Valid	0.780	Valid
x26	0.574	Not Valid		
x27	0.625	Not Valid		
SCS x28	0.847	Valid	0.890	Valid
Continuity x29	0.853	Valid	0.901	Valid
x30	0.897	Valid	0.899	Valid
x31	0.856	Valid	0.867	Valid

Variables - Indicators	Stage 1		Stage 2	
	Outer Loading	Conclusion	Outer Loading	Conclusion
x32	0.714	Valid	0.713	Valid
x33	0.871	Valid	0.872	Valid
x34	0.891	Valid	0.890	Valid
x35	0.890	Valid	0.890	Valid
x36	0.890	Valid	0.890	Valid
SCS x37	0.889	Valid	0.889	Valid
Discontinuity x8	0.834	Valid	0.834	Valid
x39	0.906	Valid	0.906	Valid
x40	0.887	Valid	0.888	Valid
x41	0.719	Valid	0.720	Valid

Source: Smart-PLS 2023 data processing Study Human Resource Management Problems in Startup Companies: Case Study, 2023.

In the measurement model stage 1, there are three indicators that have outer loading <0.70 (x1, x25 and x26), so they must be dropped. The manifest variable loading factor value in the stage 2 model measurement was >0.70, not removed or dropped. This means that all valid items are able to reflect their respective variables, so that all manifest variables have met the model measurement rules and can be continued for further testing.

3.4   Composit Reliability

In addition to knowing the value of the factor loading construct as a validity test, its reliability was also tested. The reliability test was carried out to prove the accuracy, consistency and accuracy of the instrument in measuring a construct. In PLS-SEM using SmartPLS, to measure the reliability of a construct can be done in two ways, namely by Cronbach's Aplha and Composite Reliability. However, using Cronbach's Alpha to test the reliability of a construct will give a lower value (under estimate) so it is more advisable to use Composite Reliability (Table 2).

Table 2. Reliability and Validity Constructs

Variables	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Startup Company Organization (SCO)	0.942	0.952	0.952	0.741
Startup Business Management (SBM)	0.957	0.959	0.965	0.798
Startup Human Resources Management (HRM)	0.969	0.972	0.974	0.822
Startup Company Sustainability (SCS):	0.971	0.973	0.974	0.698
- Continuity	0.925	0.932	0.940	0.694
- Dis-continuity	0.958	0.960	0.964	0.750

Source: Smart-PLS 2023 data processing Study Human Resource Management Problems in Startup Companies: Case Study, 2023.

The results of the Measurement Model Testing (Outer Model) stage 2 are shown in Figure 2 below.
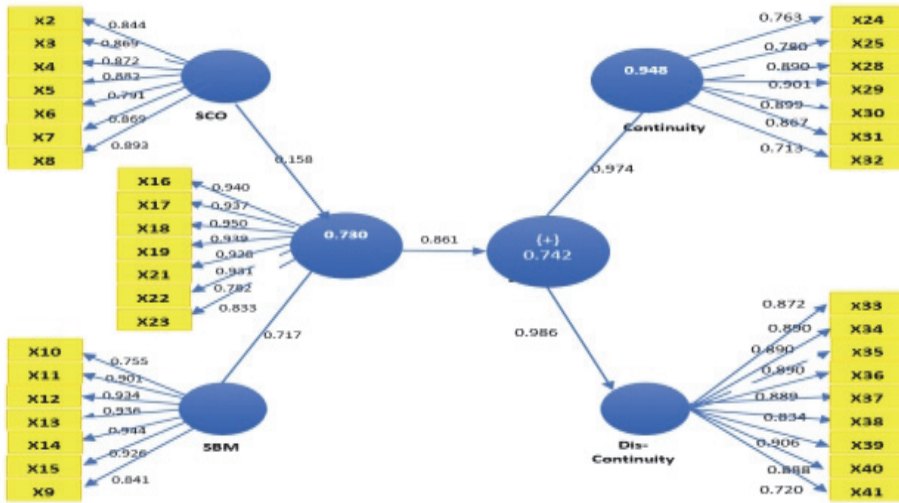
Figure 2. Testing the Measurement Model Stage 2
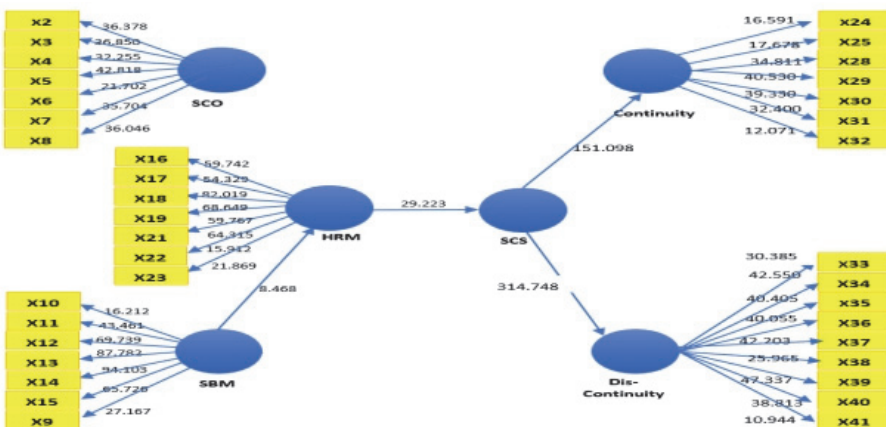**Source:** Smart-PLS 2023 data processing Study Human Resource Management Problems in Startup Companies: Case Study, 2023.

3.5 Bootstrapping analysis

From table 3 it appears that the value of all variables in the reliability test using Cronbach's Alpha or Composite Reliability is > 0.70. It can be concluded that the variables tested are valid and reliable, so that it can be continued to test the structural model. To assess the significance of the influence between variables, a bootstrapping procedure was performed (Figure 3). The significance value used (two-failed) T-value is 1.96 (significance level = 5). The results of the bootstrapping analysis are as follows.

Figure 3. Result of T-Count
Source: Smart-PLS 2023 data processing Study Human Resource Management Problems in Startup Companies: Case Study, 2023.

Table 4 is the result of the t-statistic test to test the significance of indicators on latent variables in the second order construct.

Table 3. Path Coefficient of Significance Measurement

Hypothesis		Original Sample (O)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Conclusion
Startup Company Organization -> Startup Human Resources Management	SCO --> HRM	0.158	0.069	2.139	0.023**	Hypothesis Accepted
Startup Business Management -> Startup Human Resources Management	SBM --> HRM	0.717	0.081	8.468	0.000**	Hypothesis Accepted
Startup Human Resources Management -> Startup Company Sustainability	HRM --> SCS	0.861	0.028	29.223	0.000**	Hypothesis Accepted
Startup Company Sustainability -> Continuity	SCS --> Continuity	0.974	0.006	151.098	0.000**	Hypothesis Accepted
Startup Company Sustainability -> Dis-continuity	SCS --> Dis-Continuity	0.986	0.003	314.748	0.000**	Hypothesis Accepted

Source: Smart-PLS 2023 data processing Study Human Resource Management Problems in Startup Companies: Case Study, 2023.; Description: **) significant alpha 5% (T count > T table 1.96)

4. Discussion

It is interesting to know the contribution of these indicators to the constituent variables. Figure 3 shows that there are 4 (four) indicators that make the strongest contribution to the Startup Company Organization (SCO) variable, namely: facilities, division of labor, location, and networking (figure 3). These results show that startup businesses are no different from conventional companies, requiring work facilities in the form of buildings, office space, meeting rooms, demonstration rooms, office chairs and tables, etc., but relying on complete digital technology and strong internet. The development and use of technology plays an important role in supporting the success of a startup, serving to help reach a larger customer base, reduce costs, create competitive advantages, and better understand customers (Kim, Kim, & Jeon, 2018; Fuerst, Sanches- Dominguez, & Rodrigues -Montes, 2023; faster capital, 2023).

Another strongest indicator in a startup business organization is the role of division of labor. Even though it is technology-based, startup businesses require division of labor between sections, not only useful for limiting employee duties and authority, avoiding conflicts or overlapping tasks, but also facilitating supervision, and developing cooperative relationships that are mutually supportive. Startup businesses require a synergy of working relationships between the fields of marketing, production, finance, to packing and shipping of goods (Roring, 2017). Even in a startup business engaged in transportation services, synergy is needed between operators or recipients of messages, drivers, administration, and others.

Product indicators are also placed in a weak position, because they are considered to be represented in the advertising content of the goods/services being offered. Prospective users can see directly the goods/services offered along with their qualifications. Some of the same products are even displayed with their specifications, and of course the price of each product. Usually, to seize the consumer market, companies offer goods/services with a certain discount percentage, clearing sales, giving vouchers, and others. According to one of the leaders of startup business activists, the most important elements in a product are honesty, trust, certainty, security, satisfaction and guarantees for consumers. Many startup businesses die not only because they cannot compete, but also because consumers are disappointed, product quality is not guaranteed, and they are even received damaged.

Another strongest indicator is networking, in the form of working relationships in creating team mergers, recruiting staff, consulting, and creating partner networks, and building legitimacy (Durda & Krajcik, 2016; Sienatra & Tejo, 2016; Min Zhu, Zhang, & Yao, 2021; Gojek, 2021; Yusra, 2022). Networks in startup companies can be internal and external. Internal refers to a synergistic working relationship between people and work groups within the company. Product sales will not go well if the parties involved do not provide a fast and appropriate response, starting from payment, supply of goods, quality, packaging, to delivery of goods/services. Externally related to the synergy of the company's work network with partners, related to the procurement of goods, quality of goods, guarantees for the delivery of goods/services, consultation/advice, and others.

In the startup company organization (SCO) it shows that the reward system indicator has the weakest contribution. From the results of interviews with respondents who are still working at startups, they said that from the start they received an adequate salary, above the applicable provincial regional minimum wage, and in accordance with work abilities. The increase in salary or other income has not been implemented, considering that the business is still relatively new. It's not yet time to question additional income, because employees have to fight for the market. Respondents who had worked in startup businesses also said that in general, layoffs were more due to being unable to compete with companies with similar products. Although there are also employees who resign because they switch to another company because of the offer of a higher salary/wages. Respondents also tended to say that even startup companies that are still relatively new are considered not the time to question the rules regarding improving their work career.

Figure 3 also shows that there are 7 (seven) manifest variables or indicators that contribute to the Startup Business Management (SBM) variables, namely: product, price, marketing, public relations, service accuracy, consultants/advisors, and investors. Data processing shows that the indicators that give the strongest contribution to the SBM variable are service accuracy, public relations, marketing, and the presence of advisers/advisors.

The service indicator occupies the first position in the startup business. Startup is a business activity based on information and communication technology, not a face-to-face meeting between sellers and buyers. Therefore there are at least 4 (four) elements that need to be considered in running a startup business, namely: customer service standardization, service excellence, customer service trends, and customer satisfaction. Standardization of customer service is a Standard Operating Procedure (SOP) which includes service quality, cleanliness, employee appearance, how to communicate with customers, and others in order to provide customer satisfaction. Service excellence is an effort to provide the maximum and perfect service possible. Customer Service Trends provide service 24 hours a day so that consumers get solutions quickly. Customer satisfaction is an act of providing hospitality, warmth, courtesy, familiarity, and happiness to consumers, so that consumers feel valued and their needs are fulfilled (Kim, Kim, & Jeon, 2018; Kee, Yusoff, & Khin, 2019; Korper et al, 2020; Irwan, 2022).

The next indicator is public relations. The existence of public relations builds the company. Especially externally, the role of public relations is important to maintain and maintain good corporate relations with the public. It is this public relations service that can determine the success or failure of a startup company (Jefkins, 2004; Lee & Choi, 2010). Public Relations is needed to bridge the company with partners and customers based on the principles of trust, honesty and credibility. Also

serves to create a work culture, improve image, foster relationships between employees and customers.

Marketing is also an indicator that makes a strong contribution to the Startup Business Management (SBM) variable. This shows that startup businesses require careful planning in product marketing accompanied by regular implementation, monitoring, and evaluation of progress achieved. The large number of startup businesses currently creates a climate of intense competition so that a company must design a strategy that prioritizes digital. Marketing strategy development needs to be done by understanding the intended audience and packaging promotional content that is expected to attract potential users of goods or services, as well as paying attention to competitors by using different marketing strategies (Kotler & Armstrong, 2014; Tibaingana, 2019; Shukla & Dwivedi, 2020; Rachmawati et al, 2021).

Another indicator is the Consultant/Advisor. The existence of this party is considered important to provide guidance, assistance, direction, and solving problems faced by startup business people, both related to financial management, products, marketing, and others. The tight competition faced in the same product results in the need for excellence to attract potential customers. In the field of marketing, for example, a startup must be able to package promotional content so that potential customers are interested in buying and using the products being sold. The role of a consultant/advisor who is experienced in the field of advertising is needed to provide input and direction so that the company's products are unique and superior to competitors.

On the other hand, although the investors, product and price indicators are in a weak position, they also contribute to the HBM variable. The existence of investors is considered important in running a startup business as a party that provides venture capital. Although investors have a limited role, they are also expected to be able to guide and direct business activities. However, investors are expected not to be too involved in managing the business. According to a leader who is still active in managing startup businesses, it is best if the funding relationship is limited to the company leadership. Investors are not involved in the wheels of business activities. This is to avoid the dualism of leadership and orders that can confuse the work process of employees.Product indicators are also placed in a weak position, because they are considered to have been represented in the advertising content of the goods/services being offered. Prospective users can see directly the goods/services offered along with their qualifications. Some of the same products are even displayed with their specifications, and of course the price of each product. Usually, to seize the consumer market, companies offer goods/services with a certain discount percentage, clearing sales, giving vouchers, and others. According to one of the leaders of startup business activists, the most important elements of a product are honesty, trust, certainty, security, satisfaction and guarantees for consumers. Many startup businesses have died not only because they were unable to compete, but also because consumers were disappointed, and the product quality was not guaranteed, and they were even received damaged.

Exogenous variables of startup company organization and startup business management have a positive influence on the endogenous variables of Human Resource Management (HRM). The indicators of teamwork, continuous professional development, utilization of digital technology, and integrity, make a strong contribution to this HRM. These results further reflect the importance of the synergy of startup employees in work teams according to their respective roles and responsibilities. The work team, starting from financial staff, product procurement, marketing, content creators, public relations, to shipping goods, must be able to develop synergistic collaboration and support each other for the smooth running of business activities.

The next manifest variable or indicator is continuous professional development (CPD). Companies must be responsive, reactive, dynamic, flexible, as well as anticipatory and adaptive to change, thus requiring employees to continue to develop work skills and professionalism. Startup businesses require employees to actively develop and utilize digital technology. The climate of intense competition between startup businesses that offer the same product requires companies to be able to keep abreast of business developments and the surrounding environment. Otherwise, it will

only lead to business failure. Just look at the transportation service startup business, initially only engaged in transportation services for the delivery of people or goods using motorbikes or cars. Competition for potential passengers is relatively tight, not only similar technology-based companies, but also conventional companies that are starting to apply online. Product development is no longer limited to delivering people or goods, but expanding business activities in other service sectors, such as ordering food and beverages, health, and so on.

Another indicator that also makes a strong contribution to the HRM variable is integrity. These results indicate that a startup business requires the integrity of the company and its employees, both in terms of honesty, trust, excellent service, quality assurance, speed and accuracy, and so on. In certain cases, it is not uncommon for conflicts to occur between goods/service delivery parties and consumers where the goods/services offered are not as expected, such as: damaged conditions, spoiled food packages, wrong delivery address, unfriendly drivers, vehicles that are considered not feasible and comfortable, extortion, and others.

In contrast, 3 (three) other indicators are classified as weak in contributing to the Human Resources (HR) variable, namely: leadership, competence, security and health insurance, and social relations. But that doesn't mean it should be ignored. Leadership, for example, is considered important by employees as someone who manages company management and work departments, mobilizes and directs subordinates, but does not play too far a role. Employees prefer to be entrusted with carrying out their work and responsibilities. Competency indicators are also said to be able to be overcome from the start of employee recruitment, although their application requires adjustments. Likewise with security and health guarantees employees are not worried about, because it has been conditioned by the company.

Figure 3 also shows that human resource management (HRM) can have an impact on the continuity or discontinuity of startup companies. Data processing shows that the impact is positive. The strength of HRM conditions and situations tends to have an impact on business continuity, especially reflected in the indicators of company profits, increased work professionalism, improved service, and job satisfaction. On the other hand, weak conditions tend to result in corporate discontinuity, reflected in poor network marketing at attracting customers, employee resignation, teamwork disharmony, products that are less needed and unsold, and company loss. Whether it is conducive to human resource management (HR) in startup business activities, it is necessary to pay attention to the influence of the company organizational system (SCO) and startup business management (SBM) variables. That attention must emphasize the real variables or indicators that make the strongest contribution.

5.   Conclusion & Recommendation

Management of human resources in a startup business can determine the continuity or discontinuity of the company. If the management of human resources is strong, it will have an impact on sustainability by bringing benefits to the Company, work professionalism, service improvement, and employee job satisfaction. Conversely, if it is weak, it will cause business development to stagnate and tend to stop, reflected in the poor atmosphere of internal and external networks, products that are less desirable, employees who resign, work teams that are less synergistic and harmonious, and losses for the Company.

On that basis, startup businesses are advised to pay attention to the management of these human resources, especially the indicators that are relatively strong in compiling this variable, namely: teamwork, continuous professional development, utilization of digital technology, and integrity. However, human resource management itself does not exist, but is influenced by other variables, namely the company's organizational system and startup business management. This study found that there are indicators that are the strongest in contributing to the two variables of influence. Indicators that are relatively strong in the company organizational system variables include: work facilities, division of labor, location, and network. The strongest indicators for startup business

management variables include: accuracy of service, public relations, marketing, and the presence of advisers/advisors.

6. Acknowledgement

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