

CHAPTER IV

HUMAN RESOURCE AND ORGANIZATIONAL ASPECT

A. Organizing

Human resources are one of the most important aspects of a business. Without human resources, a business will not be able to operate effectively and efficiently. According to Mahapatro, 2022, the human resources are assuming increasing significance in modern organizations. The failure to recognize this fact causes immense loss to the nation, enterprise, and the individual. With that said, The Hub boarding house forms an organizational structure, based on human resources that are necessary to fulfil the designated roles within the boarding house.

1. Job Analysis

The design of the organization and job are considered to be one of the activities of human resources management. According to Mahapatro, 2022, the design of the organization and job is the task of laying down organizational structure, authority, relationship, and responsibilities. This will also mean definition of work contents for each position in the organization through job description and job specification. Job specification identify attributes of persons most suitable for each job which is defined by job description. With that said, these are the job descriptions and job specifications of The Hub boarding house:

Table 23

JOB DESCRIPTIONS AND JOB SPECIFICATIONS OF THE HUB BOARDING HOUSE

Job	Job Descriptions
Owner	<ul style="list-style-type: none">• Supervising and observing the whole operations and activities in the boarding house.

	<ul style="list-style-type: none"> • Determine the vision and mission of the company. • Ensuring the flow of the operations are running smoothly. • Evaluating employee's work. • Controlling budget and funds.
Keeper	<ul style="list-style-type: none"> • Maintaining order around the boarding house. • Prevent unwanted criminal activities such as theft, burglary, etc. • Serve guests in a friendly manner. • Handling general affairs.
Front Office	<ul style="list-style-type: none"> • Serve guests in a friendly manner. • Welcoming and greeting guests. • Handle check-ins and check-outs. • Answer questions and handling complaints from the guests. • Reporting situations to the owner.
Back Office	<ul style="list-style-type: none"> • Regulating the use of equipment and supplies. • Monitor the costs and expenses in the office. • Answering calls and checking emails. • Keep the records and files updated and organized. • Reporting to the owner.
Housekeeping	<ul style="list-style-type: none"> • Ensuring and maintaining the comfort and cleanliness of the boarding house. • Maintain positive relationships with guests in a friendly manner.

	<ul style="list-style-type: none"> • Do scheduled cleaning on guest rooms. • Report the use and inventory of housekeeping supplies and equipment.
Cashier (Café)	<ul style="list-style-type: none"> • Taking orders from guests. • Receiving payments from guests. • Serve guests in a friendly manner. • Passing the order to the café kitchen. • Keep track of the cash and credit transactions in the café.
Cook (Café)	<ul style="list-style-type: none"> • Setting up the workstation in the kitchen. • Preparing guest orders. • Check the quality of ingredients. • Monitor the inventory of equipment, supplies and ingredients. • Keep track of the supplies and ingredients.
Laundry Staff	<ul style="list-style-type: none"> • Wash, dry and iron guest's clothes. • Receive laundry payments from the guests. • Keep track of the laundry supplies • Reporting to the owner

Source: Primary data source (2023)

2. Business Manager Analysis

The Hub boarding house is a business that will be managed by a limited liability company, named PT. HUB LIVING INDONESIA. A business manager analysis is crucial in understanding the manager's skills, including strengths and weaknesses. This also enables the utilization of available opportunities and anticipation of potential threats that may come in the future. PT. HUB LIVING INDONESIA is owned by two shareholders, who serve as commissioner and director, named Clinton Savala and Timothy Brian Kurniawan.

A. Commissary

The commissary position in PT. HUB LIVING INDONESIA is held by Clinton Savala, an undergraduate in Hospitality Management from Pelita Harapan University. In addition, Clinton has experiences working as a cook in Ritz Carlton Hotel, Santika Premiere Hotel, Hygge Signature Restaurant, and Calvin Institute of Technology. Aside from those experiences, Clinton also volunteered and contributed to several organizations and committee during his academic years in Pelita Harapan University. These diverse backgrounds provide Clinton with extensive experiences and connections to effectively manage this limited liability company.

B. Director

The director position in PT. HUB LIVING INDONESIA is held by Timothy Brian Kurniawan, an undergraduate in Accounting from Tarumanegara University. Timothy has several experiences working in startup companies as the accounting and finance team. Those companies are Haagen-Dazs Indonesia, Cedar Strategi Consulting, and Finku. Given those experiences, Timothy is able to manage the limited liability company effectively.

3. Organizational Structure

A company's vision and mission are critical components of its strategic planning and provide a sense of direction and purpose. According to Kotler et al., 2019, a vision is a statement that outlines its long-term aspirations and what it aims to achieve in the future. It describes the company's ideal state or the impact it wants to make on the world. Meanwhile, a company's mission is a concise statement that outlines its fundamental purpose, including what it does, who it serves, and how it provides value. It often reflects the organization's core values and beliefs. Therefore, the vision and mission of The Hub boarding house are:

A. Vision:

To be the most preferred second home away from home, fostering a lively and friendly environment, where all needs are provided and where comfort meets community.

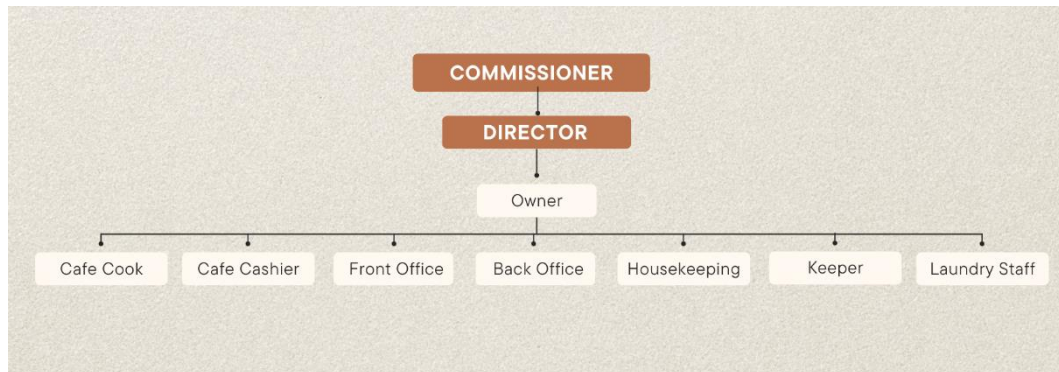
B. Mission:

At The Hub boarding house, we are dedicated to cultivating a vibrant and welcoming home for students and young professionals. Our mission is to:

- Foster a lively and positive community that encourages friendships, collaboration, and personal growth.
- Create a supportive environment where residents feel valued, heard, and empowered.
- Provide modern and comfortable living spaces complemented by dynamic communal areas.
- Cultivate an atmosphere that inspires creativity, open communication, and a sense of belonging.
- Forge meaningful connections between residents, promoting a friendly and inclusive community.
- Offer services and amenities that enhance the overall well-being of our vibrant and diverse community.

Aside from the vision and mission, organizational structure is also very important for the businesses operational. Without an organizational structure, a business will suffer from bad job management, and operations won't run effectively. According to Hermawan et al., 2018, an industry must be done in a form of teamwork and management. This team is manifested in the form of an organizational chart that illustrates the lines of responsibility (line authority), depicted with both vertical and horizontal lines arranged as needed so that each task has someone responsible. Therefore, the organizational structure of The Hub boarding house is as follows:

Figure 7
THE HUB ORGANIZATIONAL STRUCTURE



Source: Primary data source (2023)

After the organizational structure is formed, the number of workers can then be calculated, along with their shifts and working schedule. These are the division of labour in The Hub boarding house:

Table 24
THE HUB DIVISION OF LABOUR

No.	Job	Amount
1	Commissioner	1
2	Director	1
3	Owner	1
4	Front Office	3
5	Back Office	2
6	Housekeeping	3
7	Keeper	3
8	Café Cashier	3
9	Café Cook	3
10	Laundry Staff	3
TOTAL		23

Source: Primary data source (2023)

The Hub boarding house uses the Republic of Indonesia's Constitution No. 11 Year 2020 Article 77 concerning job creation, as a reference to the number of working hours that the employee must fulfil. The following constitution states that the working hours for an employee must be:

A. Seven (7) hours per day and forty (40) hours per week for six (6) working days in one (1) week.

B. Eight (8) hours per day and forty (40) hours per week for five (5) working days in one (1) week.

Table 25

THE HUB EMPLOYEE WORKING SCHEDULE & DIVISION

Job	Working Hours (GMT +7)						
	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Front Office S1	07.00- 15.00	07.00- 15.00	15.00- 23.00	15.00- 23.00	OFF	15.00- 23.00	OFF
Front Office S2	15.00- 23.00	15.00- 23.00	OFF	OFF	07.00- 15.00	07.00- 15.00	07.00- 15.00
Front Office S3	OFF	OFF	07.00- 15.00	07.00- 15.00	15.00- 23.00	15.00- 23.00	15.00- 23.00
Back Office S1	09.00- 17.00	09.00- 17.00	09.00- 17.00	09.00- 17.00	09.00- 17.00	OFF	OFF
Back Office S2	OFF	OFF	09.00- 17.00	09.00- 17.00	09.00- 17.00	09.00- 17.00	09.00- 17.00
Housekeeping S1	07.00- 15.00	07.00- 15.00	15.00- 23.00	15.00- 23.00	OFF	OFF	07.00- 15.00
Housekeeping S2	OFF	OFF	07.00- 15.00	07.00- 15.00	15.00- 23.00	15.00- 23.00	15.00- 23.00
Housekeeping S3	15.00- 23.00	15.00- 23.00	OFF	OFF	07.00- 15.00	07.00- 15.00	07.00- 15.00
Keeper S1	OFF	IH	IH	IH	OFF	IH	IH

Keeper S2	IH	IH	OFF	IH	IH	OFF	IH
Keeper S3	IH	OFF	IH	OFF	IH	IH	IH
Café Cashier S1	07.00- 15.00	07.00- 15.00	15.00- 23.00	15.00- 23.00	OFF	15.00- 23.00	OFF
Café Cashier S2	15.00- 23.00	15.00- 23.00	OFF	OFF	07.00- 15.00	07.00- 15.00	07.00- 15.00
Café Cashier S3	OFF	OFF	07.00- 15.00	07.00- 15.00	15.00- 23.00	15.00- 23.00	15.00- 23.00
Café Cook S1	07.00- 15.00	07.00- 15.00	15.00- 23.00	15.00- 23.00	OFF	15.00- 23.00	OFF
Café Cook S2	15.00- 23.00	15.00- 23.00	OFF	OFF	07.00- 15.00	07.00- 15.00	07.00- 15.00
Café Cook S3	OFF	OFF	07.00- 15.00	07.00- 15.00	15.00- 23.00	15.00- 23.00	15.00- 23.00
Laundry Staff S1	08.00- 15.00	08.00- 15.00	15.00- 22.00	15.00- 22.00	OFF	08.00- 15.00	08.00- 15.00
Laundry Staff S2	15.00- 22.00	15.00- 22.00	OFF	08.00- 15.00	08.00- 15.00	08.00- 15.00	15.00- 22.00
Laundry Staff S3	OFF	08.00- 15.00	08.00- 15.00	08.00- 15.00	15.00- 22.00	15.00- 22.00	15.00- 22.00

Source: Primary data source (2023)

The Hub Working Hours (GMT +7):

- Front Office: Mon – Sun (07.00 – 23.00)
- Back Office: Mon – Sun (09.00 – 17.00)
- Housekeeping: Mon – Sun (07.00 – 23.00)
- Keeper: Mon – Sun (24 hours in house security post)
- Café: Mon – Sun (07.00-23.00)
- Laundry: Mon – Sun (08.00 – 22.00)

B. Human Resources Development

According to Mahapatro, 2022, In the organizational context, human resources development may be defined as a continuous process to ensure the development of employee competencies, dynamism, motivation and effectiveness in a systematic and planned way. HRD is a process concerned with an organized series of learning activities designed to produce behavioural changes in the human resources in such a way that they acquire desired level of competence for present and future roles.

1. Recruitment, Selection, and Orientation

According to Mahapatro, 2022, recruitment is defined as a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient workforce. Some people use the term ‘recruitment’ for employment. Recruitment is only one of the steps in the entire employment process. Some others use the term recruitment for selection. These two terms are not one and the same either. After the process of recruitment, the selection process will occur through these steps:

- The submitting of applicants’ curriculum vitae and portfolio, through LinkedIn, Jobstreet, etc, to pick the best applicants most fitting to the job specification.
- After filtering through the curriculum vitae, the company will then start scheduling the interview for chosen applicants, to learn more about their personal traits, abilities, and backgrounds.
- The company will then take decisions regarding the employment of the applicants, after discussing with fellow managers. The accepted applicants will then be contacted further for their preparation.

After following through those process, the owner of the boarding house will then start briefing and training the new employee, regarding the operational procedures and general information of the boarding house. The new employee will also be introduced to the company's vision and mission, the organizational structure, and the working hours and schedule of the boarding house employees.

2. Compensation

According to Mahapatro, 2022, Compensation is the Human Resources Management function that deals with every type of reward individuals receives in the exchange for performing organizational tasks. It is the major cost of doing the business for many organizations. It is the chief reason why some individuals seek employment.

There are two different financial compensation, which are direct and indirect financial compensation. The direct financial compensation consist of the person receives in the form of wages, salaries, bonuses, or commissions etc. Indirect compensation consists of the like praise, self-esteem, recognitions, motivation, productivity, (Benefits and Welfare) (Mahapatro, 2022). These are the compensations given by The Hub boarding house for the employees:

A. Salary

According to Mahapatro, 2022, Salary, Basic Salary or Consolidated Salary continues to remain as the major component of compensation, though Salary Scales are often discarded these days, or used only as guides. The salary given to The Hub boarding house employees will take reference from Government Regulations No. 51 Year 2023 (PP No. 51 Tahun 2023), where the regional minimum wage of DKI Jakarta province is at Rp. 4.901.798,00. The detailed salary of employees will then be explained on chapter five of the business feasibility study paper.

B. Holiday Allowance

The receiver of holiday allowances are workers or laborers who have worked continuously for one month or more. Holiday

allowance is also given to workers or laborers who have an employment relationship with employers based on indefinite or definite period employment agreements. As such, The Hub boarding house will take reference from Circular Letter (Surat Edaran) number M/2/HK.04.00/III/2023 concerning the Implementation of Religious Holiday Allowance for Workers/Laborers in Companies in 2023. The circular letter states as follows:

- For workers/laborers who have had continuous employment for twelve months or more, they are entitled to receive an amount equivalent to one month's salary.
- For workers/laborers who have continuous employment for one month but less than twelve months, they will receive a proportional amount based on these calculations:

$$\frac{\text{Length of employment}}{12} \times \text{One month's Salary}$$

C. Assurance (BPJS Ketenagakerjaan)

The Hub's employee will be provided with a BPJS Ketenagakerjaan card, that guarantees them for their health and handling work accidents. In accordance with the Republic of Indonesia Law No. 24 of 2011 concerning the BPJS Ketenagakerjaan, BPJS is a legal entity aimed at ensuring the fulfilment of the basic needs of its participants. This assurance includes the registration of BPJS participant cards for each employee, covering both BPJS Health and BPJS Employment.

D. Paid Leave

Paid leave refers to the time off from work for which an employee is compensated. During paid leave, the employee receives their regular salary or wages, even though they are not

actively working. Paid leave can come in various forms, such as vacation days, sick leave, public holidays, or other types of time off granted by the employer. The specific policies and benefits related to paid leave vary between employers and are often outlined in an organization's employment policies or contracts. The Hub boarding house takes reference from Government Regulations No. 2 Year 2022 (Perppu No. 2 Tahun 2022), where it states that the company is required to provide annual leave of at least 12 working days after the employee has been working for one year. However, long breaks or extended leave are no longer an obligation of the company.

3. Training and Development

According to Mahapatro, 2022, Training refers to the teaching, learning activities carried on for the primary purpose of helping members of an organization to acquire and reply to the knowledge, skills, and abilities and attitudes needed by that organization. It is the act of increasing the knowledge and skill of an employee for doing a particular job. In The Hub boarding house, training and development will be directly done by the owner of the boarding house. These are the employee training process in the boarding house:

- A. The employees will first be trained regarding the product knowledge, proper grooming, service standards implemented by the company, and the behaviours when delivering service towards a guest.
- B. After the first step of training is done, the employees will then be trained according to their own respecting divisions. The owner will help supervise the employees during their early days of employment at the boarding house, to make sure that everything is done correctly and effectively.
- C. The employees will then be given an assessment, advice, and constructive feedback for their work, so that they can keep developing themselves towards the better cause.

C. Juridical Aspect

1. Business Entity Form

The Hub boarding house takes the form of a limited liability company as its business entity form, named PT. HUB LIVING INDONESIA. The Republic of Indonesia Law No. 40 of 2007 concerning Limited Liability Companies stipulates that a limited liability company is a legal entity whose business activities are based on an agreement, conducted with all the basic capital divided into shares, and complies with the requirements stipulated in the law as well as the policies of its implementation. PT. HUB LIVING INDONESIA itself has two founders who serve as commissioners and directors, with the first founder or shareholder holding 60% of the shares and the second shareholder holding 40% of the shares.

2. Identity of Business Executor

In The Hub boarding house, there will be two main business executors, which are the commissioner and director of the company, these are the identity of the business executors in The Hub boarding house:

Table 26

IDENTITY OF BUSINESS EXECUTORS

Description	Shareholder 1	Shareholder 2
Shareholder's Capital	Rp. 10.000.000.000,00	
Shares	100.000 Stock Certificates	
Share Distribution	60%	40%
Paid Capital	Rp. 6.000.000.000,00	Rp. 4.000.000.000,00
Name	Clinton Savala	Timothy Brian Kurniawan
Address	Jl. Mangga 16 Blok E No. 132 A, West Jakarta, DKI Jakarta	Jl. Durimas 2 Blok F No. 145, West Jakarta, DKI Jakarta
Position	Commissioner	Director

Citizenship	Indonesia	Indonesia
Bank Information	No blacklists	No blacklists
Involvement in Criminal / Civil Matters	None	None

Source: Primary data source (2023)

The capital source of The Hub boarding house is sourced from the shareholder's personal funds. There are a total of 1.000.000 stock certificates, with each of the stock certificate has a price of Rp. 10.000,00. The first shareholder, Clinton, holds 60% of the share distribution with the total of stored capital Rp. 6.000.000.000,00, owning 60.000 stock certificates, and holds the position of commissioner. The second shareholder, Timothy, holds 40% of the share distribution with the total of stored capital Rp. 4.000.000.000,00, owning 40.000 stock certificates, and holds the position of director.

3. Legality of Location

Ownership of a business permit for a specific location is crucial for a company to operate officially and be recognized as a legal entity. The Hub boarding house itself is located at Jl. Setiabudi Raya, South Jakarta, DKI Jakarta. The requirements to obtain the Business Identification Number (Nomor Induk Berusaha), which is integrated with the location permit in accordance with government regulations, are outlined below in the legislative regulations section.

4. Legislative Regulations

In starting and operating its business, The Hub boarding house needs to comply with various prevailing regulations to become a legal accommodation business in the eyes of Indonesian law. Various regulatory requirements that must be fulfilled include:

- A. Requirements for the establishment of a Limited Liability Company (PT) according to the Republic of Indonesia Law No. 40 Year 2007 concerning Limited Liability Companies:

1. A limited liability company must be established by a minimum of two or more individuals with a notarial deed written in the Indonesian language (Article 7 Paragraph 1).
2. At the time of the establishment of the limited liability company, each founder must participate in the subscription of shares (Article 7 Paragraph 2 & 3).
3. The legal entity status will be obtained by the limited liability company when the minister's decision regarding the approval of the company's legal entity is issued (Article 7 Paragraph 4).
4. The minimum authorized capital of a limited liability company is Rp 50,000,000, and at least 25% of the authorized capital must be fully paid with valid proof (Article 32 Paragraph 1 and Article 33 Paragraph 1 & 2).
5. In a limited liability company, the board of directors consists of one or more individuals (Article 92 Paragraph 3).
6. In a limited liability company, the board of commissioners consists of one or more individuals (Article 108 Paragraph 3).
7. The appointment of directors and commissioners for the first time will be carried out by the founders in the deed of establishment (Article 94 Paragraph 2 and Article 111 Paragraph 2).

B. Data required to establish a Limited Liability Company (deed of establishment) according to the Republic of Indonesia Law No. 40 of 2007 Article 29 Paragraph 3 concerning the Register of Companies and information from the notary:

1. Name and position of the applicant, purpose and business activities, establishment period, and capital.
2. Complete address of the limited liability company.

3. Minister's decision related to the approval of the legal entity and the number and deed of establishment of the limited liability company.
 4. Full name and position of the notary who made the deed of establishment of the limited liability company.
 5. Full name and address of the shareholders, commissioners, and directors of the limited liability company.
 6. Photocopy of the ID card (KTP) of each founder, with a minimum of two individuals.
 7. Photocopy of the personal Tax Identification Number (NPWP) of each founder.
 8. Telephone number of the limited liability company and each founder.
- C. Requirements for the registration of the Taxpayer Identification Number (NPWP) for Business Entities according to the Republic of Indonesia Law No. 28 of 2007 concerning Taxation:
1. Photocopy of the company's founding document in the form of the deed of establishment and its amendments for domestic taxpayers.
 2. Photocopy of the personal NPWP of each founder.
- D. Requirements for Building Permit (Izin Mendirikan Bangunan) according to the Government Constitution No. 28 Year 2002 are as follows:
1. Photocopy of ID card (KTP).
 2. Land ownership status.
 3. Location map and site plan.
 4. Building drawings signed by the applicant.
 5. Declaration letter of side-by-side.
 6. Principle license.
 7. Location permit.
 8. Cost estimate (RAB) and work plan (RKS).
 9. Environmental recommendation (AMDAL).

10. Photocopy of the latest property tax payment receipt (PBB).
 11. Declaration letter of construction risk with a Rp 6,000 stamp.
 12. Power of attorney for permit management.
- E. Requirements for the registration of the Business Identification Number (NIB):

According to the Ministry of Investment (BKPM, 2020b), Law No. 11 of 2020 concerning Job Creation that regulates changes in various regulations in various sectors is made to reduce the presence of ineffective articles and overlapping policies, making it easier for business actors to apply for business permits from the government. Business actors only need to apply for a business permit through the registration of the Business Identification Number or NIB through a notary in the area where the business is built or apply independently through the OSS (Online Single Submission) institution's website, namely www.oss.go.id online. Based on Government Regulation No. 5 of 2021 Article 140 concerning the Implementation of Risk-Based Business Licensing in the Tourism Sector, The Hub boarding house falls into the category of Other Short-Term Accommodation Providers, so it has a low level of risk and requires NIB as a business permit (BKPM, 2020a). The following is the data needed for NIB submission according to Government Regulation of the Republic of Indonesia No. 24 of 2018 Article 22 Paragraph 2 concerning Integrated Electronic Business Licensing Services:

1. Name or registration number of the business establishment deed.
2. Business field.
3. Type of capital investment.
4. Country of origin of capital investment.
5. Location of capital investment.
6. Planned amount of capital investment.

7. Plan for the use of labour.
8. Business entity's telephone number.
9. Plan for requesting tax or other facilities.
10. Taxpayer Identification Number (NPWP) of the business owner.
11. Identification number (NIK) of the person responsible for business activities.

F. Trademark registration requirements:

Based on the Republic of Indonesia Law No. 20 of 2016 concerning Trademarks and Geographical Indications, trademarks are essential to maintaining healthy competition between business actors and protecting micro, small, medium-sized businesses, and industries in the country. Here are the requirements for trademark registration:

1. Application time, full name, address, and nationality of the applicant.
2. Full name and address of the representative if submitted by a representative.
3. Colour if the trademark has a colour element.
4. Name of the country and date of the first application for the trademark.
5. Class of goods/services and explanation of the type of goods/services.
6. The application must be signed by the applicant or representative and must include the label of the trademark.

The costs required in the legalizing procedures of The Hub boarding house are as follows:

Table 27
THE HUB BOARDING HOUSE LEGALIZING COSTS

Description	Cost
Deed of Establishment of The Limited Liability Company (Akta Pendirian PT)	Rp. 5.500.000,00
Business Taxpayer Identification Number (Nomor Pokok Wajib Pajak)	-
Business Identification Number (Nomor Induk Berusaha)	-
Decree of the Ministry of Law and Human Rights	-
Building Construction Permit (Izin Mendirikan Bangunan)	Rp. 3.500.000,00
Registration of Trademark Rights	Rp. 3.000.000,00
Total	Rp. 12.000.000,00

Source: Primary data source (2023)