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Implementation of Human Resource Management in the Modern Tourism development business "Le Hu Garden"

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Abstrak

Perusahaan wisata alam Le Hu Garden Indonesia didirikan pada tahun 2016 di Deli Serdang, Sumatera Utara. Tujuannya adalah untuk memberikan layanan wisata terbaik dengan menyenangkan semua pelanggan. Le Hu Garden adalah objek wisata alam di kabupaten Deli Serdang yang indah di Sumatera Utara. Manajemen sumber daya manusia yang mengikuti tren sangat penting untuk kesuksesan organisasi. Penelitian ini berfokus pada pengaruh MSDM dalam kesuksesan perusahaan Le Hu Garden. Karena banyak perusahaan digital yang sedang berkembang membutuhkan tenaga profesional di bidang TI, Le Hu Garden dapat tetap kompetitif dengan mengembangkan strategi manajemen sumber daya manusia yang efisien. Manajemen Sumber Daya Manusia digunakan untuk perekrutan, kepegawaian, pengembangan profesional, gaji, tunjangan, dan hubungan tenaga kerja. Dalam persaingan wisata alam saat ini antara Sumatera dan Indonesia, sebuah pusat pelatihan diperlukan untuk menghasilkan orang-orang yang memahami teknologi untuk perusahaan dan ekosistemnya dan dapat menghasilkan uang dan bisnis baru. Studi ini mengungkapkan bahwa HRM sangat penting bagi kesuksesan dan persaingan perusahaan.

Kata kunci: *Strategi, Pariwisata Modern, Manajemen Sumber Daya Manusia, Pengembangan bisnis*

Abstract

Natural tourism company Le Hu Garden Indonesia was created in 2016 in Deli Serdang, North Sumatra. Its goal is to provide the best tourist services by delighting all customers. Le Hu Garden is a natural attraction in North Sumatra's beautiful Deli Serdang district. Human resource management that follows trends is essential for organisational success. This research focused on HRM's influence in Le Hu Garden Company's success. Since many rising digital companies need IT professionals, Le Hu Garden may stay competitive by developing an efficient HRM strategy. Human Resource Management is used for hiring, staffing, professional development, salary, benefits, and labour relations. In the current natural tourist rivalry between Sumatra and Indonesia, a training centre is needed to produce people who understand technology for the company and its ecosystem and can generate money and new business. This study reveals that HRM is vital to company success and competition.

Keywords: *Strategy, Modern Tourism, Human Resource Management, Business development.*

INTRODUCTION

Thousands upon thousands of new companies launch each year with the dream of making it big, and a select few go on to skyrocket to the top in no time (Akula, 2015; Jafari-Sadeghi et al., 2020a; Jafari-Sadeghi et al., 2020b). Pure ideas that provide economic value seem positive. The problem with looking at firm success and failure data is that many fail and leave the market. Despite being medium-sized, organizations grow swiftly, benefiting owners, personnel, and investors and stimulating innovation and competition. Also, they symbolize economic progress. Growth strategies vary by firm and might alter over time (Nascimento, 2017).

Businesses will confront a variety of difficulties and hurdles as they develop and evolve, and as a result, their basic structure will alter, making it more crucial for HRM to focus on operations in these situations (Blau, 1970). As a result, as organizations get more complicated and are required to satisfy stakeholders, HRM roles become more crucial. It is becoming increasingly clear that human resources should be prioritized as a key component in creating competitive advantage and differentiating organizations from one another (Dana et al., 2016; Devine et al., 2019; Garousi et al., 2020). Company conscious of market unpredictability value productive human resources over other aspects. When considering corporate human resources, short-term and long-term demands must be considered. To meet these needs, HRM procedures and a mission statement are needed.

Corporate HR departments may have many aims that are crucial to the company's performance (Nascimento, 2017). To maximize individual influence on the organization, HRM processes must be more scientific and suited to its demands (Mokhtarzadeh et al., 2018).

Today, the company's biggest issue is hiring and retaining top talent. When competing with large companies for great personnel, HRM practices can assist companies attract and retain it. Due to this, the organization has HRM issues in hiring, incentive programs, performance reviews, and other areas. Employers can still profit from HRM in a competitive environment.

Success and advancement Company's potential to inspire future builders (Sadeghi, 2020). Company HRM is overlooked for numerous reasons. Our nation faces this worldwide issue. Recognize employer and employee views on HR's progress. Businesses can assist employers in aligning employee views with HRM practices. A firm owner's HRM process defect understanding cannot improve HRM practices. Human resource management is the greatest technique to manage a company's human resources since it controls its most precious asset—its employees—and ensures that everything meets the organization's objectives, proposals, vision, and purpose.

The vision and goal of human resource management may include a statement about how crucial human resources are to the success of the business (Nascimento, 2017). Human resource management practices must be more scientific and tailored to the needs of the company to increase individual impact on the company (Mokhtarzadeh et al., 2018). Businesses face the biggest challenge in hiring and maintaining top talent. HRM techniques assist small firms compete with large corporations for top talent and retain them. In a competitive market, HRM may help organizations with recruitment, incentive schemes, performance reviews, and other HRM challenges.

Natural tourism company Le Hu Garden Indonesia was created in 2016 in Deli Serdang, North Sumatra. Its goal is to provide the best tourist services by delighting all customers. Le Hu Garden is a natural attraction in North Sumatra's beautiful Deli Serdang district. Natural tourist destinations often struggle to attract visitors, increase numbers, and stay profitable. To do this, Le Hu Garden Indonesia creates, implements, maintains, and improves client services. Le Hu Garden management must take steps to sustain and grow their natural tourism areas. To achieve organizational goals, strategic factors affecting performance must be considered. Controllable internal and uncontrolled external strategic variables exist. One strategy to implement short- and long-term strategies requires in-depth investigation.

Arena Corner Company should establish a complete HR management strategy to prioritize all HR problems. This will assist the organization maximize its most precious asset—its people—and achieve its goals, objectives, vision, and mission. HRM's holes in the hiring process make it crucial to modern business success. As a result, the context for the research project "The Influence of Human Resource Management on the Current Nature Tourism Business "Le Hu Garden" has been established. Examining HRM's involvement from the

beginning of a firm up through implementation and future development is the goal of this study.

LITERATURE REVIEW

Human Resource Management

HRM has gained popularity since its introduction in American academics (Mahdiraji et al., 2019a). Strategic, integrated, and comprehensive HRM involves management-driven strategies to recruit, develop, and well-being people to achieve the organization's goals (Mahdiraji et al., 2019). Company HRM must manage people to achieve goals and sustain society. Human resource management may help a company find and hire the right people, motivate and engage them, provide them more freedom, and increase profitability (Mahmoudi et al., 2019). Human resource management helps organizations meet goals and perform better (Fund), (2017). Human resource management includes job analysis, hiring, performance reviews, development, remuneration, benefits, and labor relations (Orakwue and Iguisi, 2020).

HRM affects every area since it supports the company's most valuable asset—its personnel. Employers must understand HRM decisions early (Khan, 2017; Sadeghi et al 2019a,b). Through in-depth interviews with employees and employers, Nascimento (2017) assessed five organizations' HR management. His research reveals that strategic and non-strategic HRM improves organizations. In a strategic HR and labor relations case study from entrepreneurs and CEOs, Rojanapuwadol (2012) examined how SMEs' HRM practices have changed young enterprises used multiple networks (Mokhtarzadeh et al., 2020; Sadeghi and Biancone 2018). Despite uncertain funding, our research companies gave training packages early. They prefer psychological rewards over financial ones due to budgetary constraints. HRM affects modern business, say Baron and Hannan (2002). Experts say managed company goal failed. After "building to flip" replaced "building to last," businesses want data. The new economy devalues organizational growth. Politicians should prioritize issues over internet speed-judging.

Kunampurat and Nithila (2018) believe that all industries, especially startups, struggle to retain talented workers in demanding, fast-paced environments. New product and service companies confront competition, product uncertainty, irregular early earnings, tax policy changes, high rival salaries, and more. All these challenges make employee retention difficult for firms. Staff retention requires strong incentives. Most firms fail to manage employees' attribution-related activities, according to their research. An organization's success in today's shifting environment depends on its top employees. Along with hiring, staff management

and retention matter. Due to its unclear culture, hiring and keeping murderers may be the Company's largest challenge. 2017 (Hom, Liz).

RESEARCH METHOD

According to Susanti et al., (2020), this study applies HRM in Le Hu garden and uses qualitative research methods with a study approach. The author gathers data through observation, document and note analysis, and report analysis. The goal of qualitative research is to characterize and understand occurrences from the researcher's perspective, which can be a challenging task when dealing with complicated phenomena. Rather of measuring and evaluating things, qualitative research focuses on their significance. In situations when the lines between phenomena and their surroundings are not clearly defined, case studies might be useful as empirical investigations (Yin, 2003). This research makes use of case studies since they allow the Company to assess multiple units at once, provide more confidence in the conclusions than would be possible with a single case study, and give analytical options (Pearce et al., 2014).

RESULT AND DISCUSSION

Human Resource Management Planning

Human resource planning outlines a strategy for managing or using HR to achieve business goals. Management's "human resources" include employing, developing, and paying employees. They care about their health, safety, and work connections. Special human resources initiatives target the organization's most productive personnel to assist them achieve organizational and personal goals.

Le Hu Garden Company has a plan that is planned and maintained correctly to take into account every aspect of each operation and contribute to the company's development to sustain it.

Table 1 Human Capital Objectives

	Purpose of Human Capital
1	Short Term Goals
	<ul style="list-style-type: none"> Obtain human resources who have high competence and integrity
2	Medium-Term Goals
	<ul style="list-style-type: none"> Running a knowledge management program to improve employee capabilities according to Le Hu Garden's needs Evaluate the performance of human resources owned by Le Hu Garden
3	Long-Term Goals

	<ul style="list-style-type: none"> • Increase the loyalty of human resources to stay loyal to work with Le Hu Garden
	<ul style="list-style-type: none"> • Retaining employees so that employee expertise and knowledge are maintained and keeping employee turnover low

(Source: Le Hu Garden, 2023)

Table 1 shows that organizational management system processes in application startups are high-performing human assets that enable Le Hu Garden Human Resources achieve their goals. Application startups' human capital activities must give assessment tools for every management development system in the organization, focusing on users, to achieve this. Thus, a company may be confident that investing in employees' knowledge, skills, and habits would increase their self-esteem and help it succeed.

Table 2 Human Capital Goals

Short Term Goals	
1	Manpower planning can reach 60%
Medium-Term Goals	
1	Training and development programs are carried out at least once every 1 year each department
2	HR performance evaluation is carried out every 1 year
Long-Term Goals	
1	Employee knowledge sharing space
2	Manpower planning reaches 100% and training is carried out internally
3	Family gathering program

In order to meet the demands of the business and get competent workers, actions and targets are needed by Le Hu Garden in achieving the goals that have been proclaimed, such as in the aim of creating and producing superior human resources, the main target is to create a learning center or Knowledge Sharing.

Strategy

Le Hu Garden's human capital strategy supports the company's marketing, operational, and financial plans to achieve its vision and mission of becoming a modern natural tourism service company with integrated technology and a QSPM strategy of optimal offline and online marketing. Organizations require strategy to perform efficiently thus McKinsey lists 7 pillars of an optimal human capital strategy. The 7S framework used by Le Hu Garden Indonesia.

Table 3 McKinsey Model 7S Framework Implementation

Shared Value	Le Hu Garden applies the values of integrity, quality, innovation.
Strategy	Making Le Hu Garden a leader in contemporary natural tourism services by integrating food and baverage tourism and lodging accommodation in North Sumatra, booking can be through online, and offline as well as multi payment.
Structure	The company's organizational structure is designed to align with the functions outlined in the company's objectives.
System	Create a system of regularity in cage activities from upstream to downstream from morning to evening.
Skills	Competence in staff in accordance with the criteria needed in vehicle and business activities.
Staff	Procurement of selection, recruitment, training according to the needs of Le Hu Garden.
Style	Le Hu Garden uses a participative leadership approach. An environment of camaraderie and trust between leaders and members is fostered when leaders make it possible for employees to have a voice in decision-making.

(Source: Le Hu Garden, 2023)

Startup companies need a work culture to allow employees to relax while working hard. Startups have low-key, unregulated workplaces. HRM can help the organization maintain a quality work ethic despite its casual work environment by implementing a digital attendance system and results system that evaluates each employee's performance. A positive work atmosphere is crucial to productivity, and HR can help create it. Fun, refreshing activities might help workers cope with their professional challenges. These gatherings also improve worker connections. Dissension-related conflicts are common in startups. HR mediates conflicts so everyone can work happily together.

The Le Hu Garden company focuses on developing integrated technology-based nature tourism services. Until now, The Le Hu Garden has only ever established one company culture, and that was:

Table 4 Corporate Culture Description

Creativity
By utilizing our creativity and unique perspectives, we are able to think "Out of the Box" and increase the value we provide to our stakeholders.
Team
Experts in their professions who are also devoted to the success of the business, who can create a structure that brings out the best in the company's human resources (HR), and who can work together for the benefit of all parties involved.
Passion
The spirit of the soul to devote themselves to the task completely, face new challenges, improve self-quality and improve teamwork.
Innovation
Having a can-do attitude, continuously planning ahead, and seeking a brighter future. When considering novel approaches, techniques, frameworks, and vantage points.
Continues Improvement
With the hope that all employees have out-of-the-box thinking, it will make employees always innovative and continue to grow

(Source: Le Hu Garden, 2023)

At Le Hu Garden, "Go Green" means using environmentally friendly practices in all operations. This culture emphasizes and promotes sustainability and environmental protection. Le Hu Garden's "Go Green" culture: Waste management: Le Hu Garden features an effective, eco-friendly waste system. For environmental protection, they separate rubbish into organic and non-organic categories and recycle whenever possible. Energy saving: The company uses energy-efficient technologies to save energy. Energy-saving lighting, high-tech electronics, and effective building temperature regulation are used. Eco-friendly materials: Le Hu Garden uses eco-friendly building materials and equipment. They use recycled materials, avoid hazardous materials, and promote recycling.

Sustainable mobility: Le Hu Garden promotes employees and customers to use bicycles, public transport, and car sharing. They offer electric vehicle charging stations and incentives for sustainable transportation. Environmental awareness: Le Hu Garden educates staff, customers, and the community about environmental protection. They raise environmental awareness through events and initiatives. Le Hu Garden promotes greening and wildlife conservation. They maintain parks and green spots around Le Hu Garden and plant trees and restore the environment. Le Hu Garden's "Go Green" culture promotes

sustainability and environmental protection. By going green, Le Hu Garden hopes to inspire other businesses to protect the environment.

Arterfak

Artifacts are part of a company's most outer, visible culture. This can be observed both by employees and also by outsiders (Schein, 2017). These cultural artifacts include the organization's behavior, symbolism, and representation. The Le Hu Garden will design company emblems, an environment, and a pleasant layout with technology support to help people function at their best. Regarding Le Hu Garden The motto "Inspired, wonderfully, go green" describes The Le Hu Garden as an integrated nature tourist service that inspires and helps clients book tickets and rides with complete features and high quality by prioritizing Go Green. All Le Hu Garden employees wear the same sports uniform, so others would know and realize that Le Hu Garden's corporate brand will motivate them.

Our company The Le Hu Garden has corporate values namely: (1) Integrity (2) Care, (3) Open Mind, (4) Innovation, (5) Teamwork, (6) Excellence.

Table 5 Company Value Description

1	Integrity	Reliable in one's thoughts, words, and deeds; honest, sincere, and trustworthy.
2	Care	Deliver services that go above and beyond what stakeholders demand while being compassionate, understanding, and quick to respond.
3	Open Mind	Achieve higher performance by being objective, communicative, and taking action.
4	Innovation	Always thinking outside the box to create value for stakeholders.
5	Teamwork	Create a winning team by maximizing individual performance via synergy and teamwork.
6	Exellence	Contribute to the company's success by working smart and consistently producing high-quality work.

(Source: Le Hu Garden Indonesia, 2023)

Globalization has increased competition between organization therefore human resources must constantly develop themselves. HR assumes the organizational culture of all employees. Organizational members act everyday based on these HR assumptions. The company's assumptions are as follows to realize its mission and uphold Le Hu Garden's principles:

Table 6 Description of Assumptions

1	Integrity	Staff members at Le Hu Garden receive cultural competency training to help them think, say, and do things in an honest, true, and trustworthy manner.
2	Care	Loyal employees of The Le Hu Garden must be caring, empathetic, and responsive in providing services to every partner and customer that exceed stakeholder expectations.
3	Open Mind	All employees of Le Hu Garden must be objective in every decision and communicative to achieve better performance and act
4	Innovation	Employees of The Le Hu Garden every month must provide Creative ideas in everything to generate added value for the progress of the company
5	Teamwork	Work together with teams from each division to realize successful performance and work performance
6	Exellence	Provide knowledge management training programs that will be carried out every 6 months. So that employees can develop themselves and work smartly.

(Source: Le Hu Garden Indonesia, 2023)

Human Resource Planning

Human Resource Planning ensures labor-work compatibility in quantity and quality. The Le Hu Garden Indonesia recruitment procedure includes internal and external steps. Le Hu Garden Indonesia will post job announcements and posters in office locations to seek staff. Employees who know friends, family, or acquaintances who meet job requirements can also recommend them. Le Hu Garden Indonesia advertises on print and online platforms for external recruiting. Both internal and external recruitment follow the same steps. After applying, the next steps are selecting entry application letters, field-specific tests, reviews, and selection results. The image below shows the recruitment procedure.



Figure 1 Le Hu Garden Indonesia Recruitment Scheme
(Source: Le Hu Garden Indonesia, 2023)

By position, Le Hu Garden Indonesia trains staff individually and in groups to improve performance. Porter's generic approach states that Le Hu Garden's distinction requires ongoing innovation, therefore staff training and development are crucial. Career development uses formal and continuing training to boost worker performance. Four development levels are available at Le Hu Garden Indonesia. Employee training and development surveys will be sent to division managers. It also determines if Le Hu Garden Indonesia should hold this programme. After establishing the training and development program's needs, each division's manager will discuss programme and training design with the director to increase employee performance. Le Hu Garden Indonesia will conduct internal and external training and development programmes with coaches and resource individuals. Training and development programmes can be evaluated by looking at reaction, learning, behaviour, company results, and cost efficiency.

Le Hu Garden Indonesia has planned a career development system in accordance with company standards. This is done for all Le Hu Garden Indonesia staff to get a better career, while the provisions for career development at Le Hu Garden Indonesia are contained in the Appendix to Human Capital 3.1

Le Hu Garden Indonesia compensates employees by rewarding success and reducing turnover. This is Le Hu Garden Indonesia's compensation system. Direct compensation involves regular money payments at a set period. Direct compensation systems at Le Hu Garden Indonesia include; The basic compensation is agreed upon between Le Hu Garden Indonesia and its employees. Le Hu Garden Indonesia pays its workers the Deli Serdang regional minimum wage standard (UMR). Le Hu Garden Indonesia gives employees 1x their basic wage as an annual bonus. Le Hu Garden Indonesia's overtime pay depends on company need. Indirect compensation includes money or things beyond the basic income. Le Hu Garden Indonesia offers THR (Holiday Allowance), BPJS Employment, and BPJS

Kesehatan. Employees receive THR as 1x basic salary. Law No. 11 of 2020 article 81 governs yearly leave, allowing employees to request at least 12 days of leave per year.

Law No. 11 of 2020 on Job Creation Article 56 paragraph (1) stipulates that work agreements are made for a fixed time and indefinite time, determining Le Hu Garden Indonesia employees' status. Thus, there are two types of employees: permanent (PWKT) and contract (PKWTT). PKWT personnel are permanent, with a fixed job description. PWKT employment agreements are unlimited unless laid off or retired. Le Hu Garden Indonesia will adopt Law No.11 of 2020 on Job Creation article 60 paragraph (1) with a three-month trial term before permanent employment. PKWTT employs contract or temporary workers. Le Hu Garden Indonesia follows Law No. 11 of 2020 on Job Creation articles 57 to 59 for contract employees. Permanent employees are appointed after a set time of employment.

Le Hu Garden Indonesia which is a tour service that has working hours earlier than other business standards. This is because the maintenance of tourist sites starts in the morning and is completed before the evening at the latest. Non-shift distribution is applied to all permanent employees of Le Hu Garden Indonesia while shifts are only applied to contract employees such as security guards.

Individual Work Target (SKI) job evaluations are done periodically. In addition to measuring and ensuring individual contributions to the achievement of work units and the company as a whole, Le Hu Garden Indonesia uses employee evaluation forms to evaluate employee performance each year, as shown in Appendix Human Capital 3.2. The following scale was determined by Le Hu Garden Indonesia.

Table 7.9 Rating Scales

VALUE	RESULT	BENCHMARKS	INFORMATION
5	Highly Effective	Target Achievement > 120%	Very special
			Performance results are always above the expected target
			Quality and competence are far above expected
4	Effective	Target Achievement > 100% - 120%	Achievement exceeding the target
			Performance results are often above expected targets
			Quality and competence above expected
3	Good		Achieve the targets that have been set
			Performance results achieve set targets

		Target Achievement 80 – 100%	Quality and competence as expected
2	Need Improvement	Target Achievement 50 – 80%	Has not reached the desired target
			Performance results have not reached the target set
			Quality and competence must be improved
1	Poor	Target Achievement < 50%	Far below the target set
			Performance results always do not reach the targets set
			Competency quality below expectations

Termination of employment is the termination of employment from the company towards employees. Termination of employment by the company can be caused by several circumstances, both internal and external. Guided by the 2022 Job Creation Law related to employment. The company must consider the employee's age at retirement, his service period, and how long he has worked at PT. Arena Corner when retiring employees. This is directly related to the prize. Company funds are also important, an early retirement plan can be explored, and retirement payments will only be issued once when the person departs with five times their final home pay.

Excommunication

Companies consider many considerations when firing workers, including: First, the corporation permits VPs and employees with over 5 years of service to retire early. The CEO can request quota-based employee names from HR. Terminated employees receive 1x THP in severance and CIR. The second is personal, like missing work for seven days without notice or a doctor's letter. Damage to the company by work carelessness and major corporate rule violations Detention for violating laws or social standards outside the company or using drugs, Severance money for disrespectfully sacked employees. Labor laws or company-employee agreements.

CONCLUSION

The findings show that Le Hu Garden used human resource management to compete in the sector. Contemporary Nature Tourism in Indonesia indicated that competent human resources are limited. Thus, strong and adaptive human resource management in accordance with business developments and current needs is needed to predict employee piracy, productivity, and performance. Additionally, this study suggests that on Le Hu Garden the Human Resource Management Strategy is strategic because the organisation is tiny and has few employees. HRM might have strategic or non-strategic goals. This suggests that a framework can be used to achieve a goal that aligns with digital companies' growth and competitive situations. In the new economy, strategic HR managers may be the most critical influence in firm performance. Tourism relies heavily on human resource management.

This study is limited by the lack of policy standards in natural tourism companies, which makes competition for potential human resources very tight and sometimes exceeds fairness. Competition and addressing human resource needs in this industry make for an interesting conversation. Le Hu Garden must improve its People Development by training and educating its employees and creating a learning center to produce top-notch technology talent to meet internal and external company needs, create value, and become a new business unit to compete with other companies.

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