



Human Resources Implementation at Imported Beef Supplier Startup Meat Tech

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Abstract

Middle-class Horeca in large metropolitan cities such as Jakarta, Bogor, Depok, Tangerang, and Bekasi are concerned with the quality of products and services offered by suppliers. PT Meat Tech as an imported beef supplier is concerned with these customer needs to increase consumer satisfaction. However, to create good product and service quality, companies need to manage their resources such as operational management, human resources, marketing, and finance. By qualitative approach, this research specifically reviews at how the short-term to long-term planning of human resources in an imported beef supplier company runs according to the strategy set by the company. The findings of this study are that Meat Tech focuses on managing employee performance and employee commitment in their early stage as a form of HR integration in business strategy, which is Product Development. Meat Tech focuses on managing employee satisfaction and motivation but still in accordance with company targets to meet customer needs.

Introduction

Since there is more demand for beef than local farms can meet, Indonesia is dependent on importing animal protein. Burhani et al. (2013) point out that this problem is most apparent in urban communities, where lifestyles adjust along with progress and increases in spending. Because of the rising middle class in Jakarta, Bogor, Depok, Tangerang and Bekasi, mainly in the HORECA sector, people expect meat suppliers to maintain high standards, stay safe and handle deliveries more reliably (Dwiningsih & Wati, 2023; Zielińska-Chmielewska et al., 2021). Under these conditions, PT Meat Tech is answering to the new market trends by stressing quality of their products, reliable service and a long-term guarantee. Still, since the external market is full of opportunities, a company's ability to catch them often comes down to its internal human resources (Tien et al., 2021). To be successful, Meat Tech or any firm in the perishable supply chain industry relies on both its products and its skill in organizing, motivating and training its staff according to its goals. Therefore, HRM evolves from just offering support to also leading the company's ability and adaptability in the market. According to Armstrong & Taylor (2023), current HRM should look beyond just handling routine tasks and help the organization succeed with excellent workforce planning, integration of cultural values and ongoing development.

Especially, startups encounter problems with HRM because they lack resources, their organizational systems are still evolving and their work situations are unclear. According to Cantarello et al. (2012) and Dessler (2016), good HR practices in these scenarios depend on making people management and business strategy work together. Because of this alignment, human resource efforts are not separated from the overall business direction and help the company gain an edge by being flexible, innovative and responsive to its customers. Due to

being at an early point in its development and placing strong importance on developing its products and quality, Meat Tech particularly relies on strategic HRM. Company performance can be enhanced by human capital which also supports standing out in a crowded market. Kustiawan et al. (2022) and Soelton et al. (2021) have proven that factors such as engagement, satisfaction and commitment at work have an important impact on performance, mainly within knowledge and service-oriented organizations. In a similar way, Maryanti et al. (2023) mention that including motivational support in HR activities helps decrease turnover and raises employees' loyalty in the face of intense competition. It is very important that the company's plans for human resources are based on their clear understanding of what they wish to achieve. According to Sunarsi (2018), when strategic direction and HR planning are not connected, there may be lost incentives for employees, less attention to talent and workers becoming disengaged. By trying to clarify its organizational values, strengthen its corporate culture and set up structured manpower planning, Meat Tech demonstrates understanding of the main strategic requirements. There are still arguments on how these strategies are measured and what results are seen over the course of time in the food supply industry.

In addition, organizational culture can help or hinder how HRM practices are applied. According to Schein (2010), artifacts, values and basic assumptions make up organizational culture and give us a helpful way to understand the impact of a company's identity on its behavior, worker expectations and strategic choices. Meat Tech's action of focusing its HR around being customer-focused, having integrity and being flexible means they are working toward making such values permanent in the business. Even so, for efforts to be effective and consistent, they need leaders to be involved, solid communication and effective ways to measure performance (Putri & Yusuf, 2022; Soekardi et al., 2020). An important factor in this is how management guides employee development and assesses their performance. Bohlander and Snell explain (2013) that organizations in the early stages need to adapt their training, onboarding and assessment systems to individual and company needs, because every employee's effort is more important in these cases. In another study, Yani & Prasajo (2024) discovered that extra training and good job satisfaction reduce the gap between competence and enhanced work performance. Here, both the training programs and the knowledge management systems offered by Meat Tech should be studied more to determine if they truly help the organization learn and grow.

Tool Kits will be useful for students because they will study how compensation shapes human behavior and organizational values. Sidabutar et al. (2020) state that financial benefits in both forms can encourage employees, lower the number of people leaving the company and bring individual and company goals together. The company tries to ensure pay fairness within the organization and fairness in hiring by following performance bonus systems and minimum wage standards. These kinds of compensation systems only become effective when they are seen as fair, clear and connected to the main performance management approach (Rani & Mayasari, 2015). Since these factors are all related, this research explores how human resource strategy was formulated and applied in the first years of the company. Through qualitative analysis, the study looks at how HR practices fit with the company's strategy, how company culture is formed, employee development is arranged and how HR is managed in startups. With this approach, the paper adds wisdom to how HRM works in various settings, mainly in places where building organizational skills is necessary and essential.

Methods

This study examines how Human Resource Management (HRM) strategies are carried out by PT Meat Tech, an Indonesian startup in the imported beef business. Looking at organizational

processes in detail is easy with qualitative research since it catches the unique intricacies, settings and everyday experiences of employees. While quantitative methods aim to generalize by statistics, qualitative research focuses on deeper insights, meanings and making sense of things through the insider's point of view. It especially applies to start-ups like Meat Tech, because the formal systems can still be developing and the organization's growth depends on both long-term aims and what actually happens.

The case study method was used to offer a complete overview of Meat Tech's HRM policy. According to Dwivedi et al. (2023), case studies bring value to rooms because they answer how and why issues occur where the events and their context are not easily divided. The case of Meat Tech was intentionally chosen as it fits the objective of the research which aimed to examine how HRM is managed and carried out in an operationally intense but highly regulated start-up business. Because the aim is not to generalize all results to all organizations, researchers employ the single-case design mainly for its insightful data. To ensure validity and obtain multiple views, information for this study was gathered by using different research tools. A careful examination of documents such as the company's structure, HR plans, training plans and paychedule was made to find the formal plan for HRM strategy. Secondly, I visited company sites and talked informally with employees and managers to find out how HR practices are carried out every day. Observations helped highlight where the rules stated by law do or do not match what is actually carried out.

Also, some secondary references such as academic journals, industry reports and applicable government regulations were used to link Meat Tech's practices to HRM theories and the regulatory system around labor in Indonesia. The company's policies and the regulations were compared by reviewing both despite the different months. Because of these sources, the research could relate organizational decisions to the framework of the laws and customs that guide HRM in Indonesian startups.

The analysis of data involved using thematic content analysis. This included noticing common patterns, types of data and associations in the information that related to significant areas of strategic HRM, like planning the workforce, hiring staff, assessing performance, workplace culture, personal development and what people are paid. The preparation of codes started with data extracted from fieldwork (e.g., employee engagement, HRIS integration, training needs) and then they were organized with ideas drawn from HRM theory (e.g., strategic alignment, cultural integration, motivational theory). By taking this method, I made sure both the research and the findings could be connected to the case and to other academic studies.

Result and Discussion

One of the considerations in determining the company's strategy is to create an IE Matrix. IE Matrix is an external and internal analysis of the company used by the company to determine the strategy or business path so that the company survives in a competitive market (Caves, 1980). The logo and company name included on the uniform aims to increase the sense of ownership and professionalism within the company which can also increase employee's satisfaction. For external analysis, Meat Tech has 8 opportunities and 6 threats. For internal analysis, Meat Tech has 7 internal strengths and 5 internal strengths. In IFE analysis, the factor that becomes the company's competitive advantage is competent human resources. The weighting value of PT Meat Tech in terms of the EFE (external) matrix is 3.18 and for the IFE (internal) matrix is 2.96.

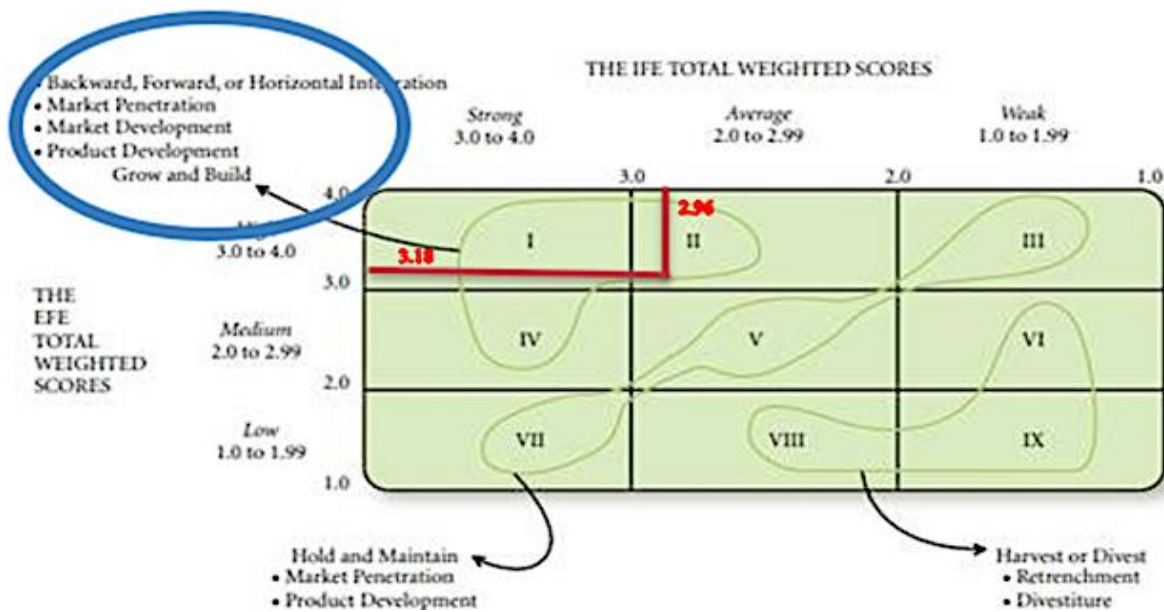


Figure 1. Meat Tech Interna-External Matrix

According to Solberg (1997), if the IE matrix analysis places a company in quadrant I, II, or IV (Grow and Build), then the strategies that the company can carry out are integration, market penetration, market development, and product development. Meat Tech use product development strategies to compete in the industry. The strategy that has been determined by the company will be implemented in various aspects of the company, especially in human resource management.

Human Capital Goals, Targets, and Strategies

Table 1. Established Terms Objectives

Goals	Target
Short Term (Year 1)	
Fulfillment of 40 positions and headcount in Year 1.	Develop clear manpower planning, job descriptions, KPIs and recruitment plans. Conduct staff recruitment for marketing, finance, HRGA, and operations with new employee training. Registering all employees to BPJS Health and BPJS Employment.
Have a standard set of rules to create order, discipline and avoid undesirable things.	Make clear company policies in accordance with the vision and mission, OHS standards, and government regulations.
Have 1 HRIS to support personnel administration.	Purchase an HRIS program to control attendance, payroll, and productivity. Introduce HRIS to employees.
Creating a good and directed work culture among employees and all parties.	Build good relationships between employees and external parties, ensure information flows smoothly to improve communication, and encourage employees to grow.
Mid Term (Year 2-3)	

Fulfillment of positions and number of employees in Year 2 with 42 people and Year 3 with 53 people and complete the entire organizational structure.	Increase staff as sales increase and fill vacant organizational structure positions, conduct new employee training, and register new employees with BPJS.
Formally evaluating employee performance annually and maintaining employee retention.	Balancing employee welfare with workload assessed through employee performance reviews conducted formally every year. Conduct employee satisfaction surveys in conjunction with performance evaluations to ascertain whether the working environment is in line with employee expectations.
Implementation of career development in accordance with the implementation of KPIs implemented since Year 1.	Establish cooperation with outside trainers to conduct inhouse training and online to conduct self-development training.
Long Term (Year >4)	
Fulfillment of employee needs in Years 4 and 5 by 62 people.	Increase staff as sales increase and fill vacant organizational structure positions, conduct new employee training, and register new employees with BPJS.
Evaluation of employee performance and KPIs of each division every year and increase employee retention.	Balancing employee welfare with workload assessed through employee performance reviews conducted formally every year. Implement a reward system to boost employee morale.
Plan 1-2 work programs or events that enhance the values in the corporate culture.	Organizing 1x kaizen competition that can also improve the quality of the company. Holding a gathering or hangout together 1x according to the company's ability to increase company synergy.
Implement Knowledge Management with at least 70% participation from employees.	Have tools to store and manage existing knowledge. Implement a knowledge management system.

HR planning must be firmly rooted in a clear understanding of the company's vision, mission, and strategic goals to ensure alignment between HR activities and organizational objectives. Increasing the number of employees in production, training and performance appraisals, and office events such as innovation competitions are implemented by HR to support the company's strategy.

Corporate Culture

Meat Tech considers what and how the organizational culture will be implemented in order to guide a company to succeed in its business in accordance with the vision and mission that has been set. Organizational culture consists of company values, assumptions, and artifacts (Ahmad, 2024). Artifacts in an organization are the outer layer of the organization that can be seen, heard, and felt by outsiders (Schein, 2010) In addition to buildings as evidence of the organization's existence, logos and uniforms are also the physical form of the organization as the organization's identity.

The logo of PT Meat Tech Company has several meanings. The minimalist letter M representing the word "Meat" directly, and the firm shape shows the quality and firmness in

the products. The image of a hand holding a steak, shows the attention to the main product quality and customer satisfaction that Horeca prioritizes. The dominant red color in this logo is associated with the energy, strength, courage, and dynamism of Meat Tech in providing quality meat products to all customers. Last, the blue colour in the “Tech” part gives a modern, technological, and trusting feel. It shows that Meat Tech uses technology in the production process to meat distribution, and guarantees product quality and safety. Meat Tech also has a tagline that is “Quality Meat, Fast Service”. Through this tagline, the company strives to produce meat with guaranteed quality, fast response service through CRM and delivery according to the agreement so that the company has a good image. As a company that prioritizes quality and product development, the company should always remind its employees of the company's motto (Sinaga & Laksmi, 2021).

Meat Tech has two types of uniforms and two extra clothing. A formal uniform for all employees of the marketing, finance, HRGA, and some positions in production department, a t-shirt for all employees, a cold storage jacket for all employees in charge of cold rooms, and an apron for production staff or freelance in charge of production. The uniform is dark in colour to make it easier for employees to move freely without worrying if the uniform have spots or stains during the activity. The logo and company name included on the uniform aims to increase the sense of ownership and professionalism within the company which can also increases employee’s satisfaction (Karch & Peters, 2017).

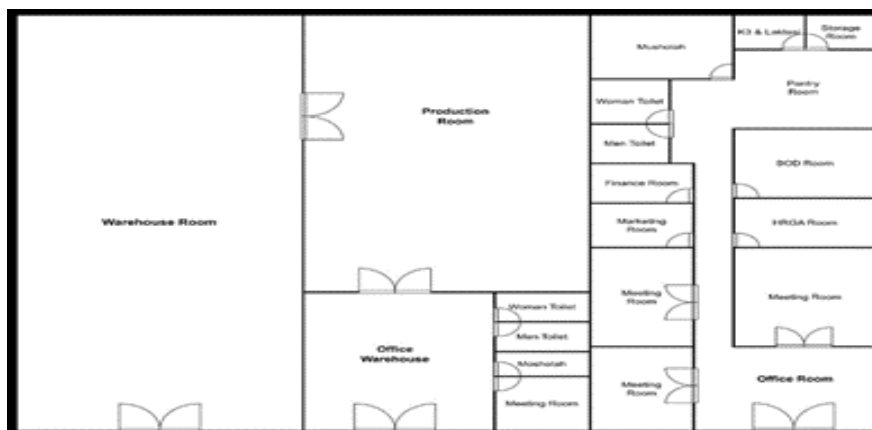


Figure 4. Company's Layout

Adequate work facilities can increase employee’s performances (Ningsih & Listyani, 2016). In this case, the physical building aspects reviewed are the company’s facilities and layout. The company's layout is divided into two, namely the production section and the office section. Production room and storage room are connected. This makes it easier for employees in the production and storage process. In addition, the office is also divided according to departments within the company. The layout is made according to the workflow to make it easier for employees to work efficiently (Shaffira & Suratman, 2024). Each section has facilities that prioritize employees’ needs such as toilets, prayer rooms, lactation room, K3 room, meeting room, and pantry room.

Values in an organization are a layer that represents the beliefs and norms that are adopted as the basis for conducting business activities and making decisions (Schein, 2010). Meanwhile, assumptions in an organizational culture are deeply embedded beliefs that underlie the values of the organization in accordance with the company's vision and mission (Schein, 2010). The values and assumptions are as follows: (1) Customer-focused: The company provides the best products and services by being responsive to feedback, making continuous improvements to

products and services, and providing added value to customers. Assumptions: “If I don't pay attention to product quality and service according to customer expectations, then customers will complain and the company will have a bad image or reputation.” Actions: Conveying company’s vision and mission, values, as well as presenting examples of success and failure cases in serving customers.

Provide training that focuses on product and service quality and provide feedback, reward or punishment according to performance assessment. The company also opens a customer satisfaction survey so that employees are increasingly motivated to produce the best quality beef; (2) Integrity: The company upholds the values of professionalism by acting honestly in every aspect of business, and always fulfilling promises and commitments that have been made. Assumptions: “If I don't have integrity, then I can't keep the trust of customers and coworkers and the company will have a bad image or reputation.” Actions: The company provides punishment for employees who are dishonest, do not have good ethics, or who are undisciplined with a warning letter or with termination according to the level of violation. The company also implements whistle-blowers and has an internal audit so that the company can remain transparent; (3) Adaptive & Innovative: The company is able to adapt and develop to remain relevant in the market share by finding new ways to improve the quality of products, services, and business processes.

Assumptions: “If I don't keep up with the changes and help in the development of the company, then the company can be competed easily and it'll be difficult to retain or gain customers over time.” Actions: The company provides training that focuses on product development and provides opportunities for employees to provide ideas and input related to product development and efficiency improvement. Organizational culture involves all parties in the company. In this case, the leaders or managerial ranks in Meat Tech are required to be a positive and encouraging guide for their employees. Based on the actions taken by the company above, Meat Tech underlines the need for communication between managerial and employees so that employees can implement organizational culture properly. Effective communication and the right leadership style help employees towards improving their performance (Soekardi et al., 2020).

Human Resource Planning

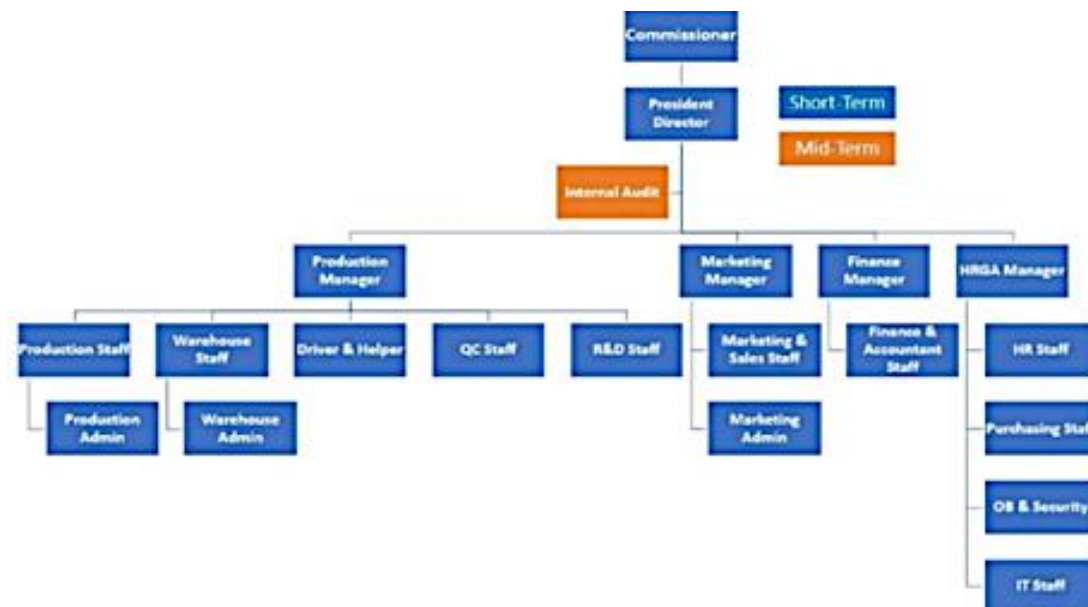


Figure 5. Organizational Structure

The first stage Meat Tech takes in HR planning is recruitment planning. Recruitment is carried out by analyzing the company's needs first. Job positions and job descriptions need to be structured so that employees have a sense of responsibility (Khossy & Kustiawan, 2024). The type of organizational structure in Meat Tech is a functional organizational structure and has 4 departments. Except for internal audit, all job positions have been filled since the first year. This organizational structure is in line with the company's strategy, which is product development. This can be seen through the presence of R&D and QC staff since the first year of operations. In addition, internal audits in the medium term are carried out as a form of implementation of organizational culture related to the value of integrity.

The form of HR strategy applied by Meat Tech to support product development is the recruitment of R&D, QC, and production employees. For production staff, the company requires workers who have experience or who have graduated from a culinary vocational school. For QC and R&D staff, the company needs workers who have graduated from Food Engineering majors or who have related experience. Increase in the number of employees each year are implemented in line with the increase in sales and product variety. Especially in the production staff, the company requires a minimum of 8 people in one production process. Therefore, freelance are added to fulfill the positions that are still lacking in the production process.

Table 2. Manpower Planning

No	Position	Y1	Y2	Y3	Y4	Y5
1	Commissioner	1	1	1	1	1
2	Director	1	1	1	1	1
3	Internal Audit	0	1	1	1	1
4	Operations Manager	1	1	1	1	1
5	Marketing Manager	1	1	1	1	1
6	Finance Manager	1	1	1	1	1
7	HRGA Manager	1	1	1	1	1
8	Production Staff	8	8	12	14	16
9	Warehouse Staff	2	2	3	4	4
10	Driver & Helper	6	6	6	8	8
11	QC Staff	1	1	2	2	2
12	RnD Staff	1	1	2	2	2
13	Production & Warehouse Admin Staff	2	2	2	3	3
14	Marketing & Sales Staff	4	4	4	6	6
15	Marketing Admin Staff	1	1	1	1	1
16	Finance & Accounting Staff	1	2	2	2	2
17	HR Staff	1	1	1	2	2
18	IT Staff	2	2	2	3	3
19	Purchasing & Legal Staff	1	1	1	2	2
Total Permanent Employees		35	37	44	55	57
20	Security Guard (Outsource)	3	3	3	3	3
21	OB (Outsource)	2	2	2	2	2
22	Freelance			4	2	
Total Outsource/Freelance		5	5	9	7	5
Permanent Employee + Outsource/Freelance		40	42	53	62	62

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After the company has recruited employees who are in accordance with the field of work needed by the company, the next stage is to improve and maintain employee competence for both new and existing employees. Training is designed according to the needs and interests of employees and the company, so that employee's growth can improve their performance capabilities (Yani et al., 2024). Based on the company's strategic planning, Meat Tech's focus is on product quality and differentiation with competent human resource as their internal strength. Meat Tech's training focuses more on these aspects, but other trainings are also conducted so that all aspects of the company can develop simultaneously. Some of the trainings planned in Meat Tech are: New Employee Orientation & Onboarding, OHS Training, Food Safety & Safety Induction Training, Halal Assurance System Training, Supply Chain Management Training, New Product Development Training, KPI Training, Business Communication Strategy Training, Leadership Training, and Butcher Training. Evaluation of development programs uses four basic criteria: reaction, learning, behavior, and result (Bohlander & Snell, 2013)

SDM	Y1	Y2	Y3	Y4	Y5
Commissioner	23,200,000	23,896,000	24,612,880	25,351,266	26,111,804
Director	16,000,000	16,480,000	16,974,400	17,483,632	18,008,141
Internal Audit	5,800,000	5,974,000	6,153,220	6,337,817	6,527,951
Operations Manager	10,000,000	10,300,000	10,609,000	10,927,270	11,255,088
Marketing Manager	10,000,000	10,300,000	10,609,000	10,927,270	11,255,088
Finance Manager	10,000,000	10,300,000	10,609,000	10,927,270	11,255,088
HRGA Manager	10,000,000	10,300,000	10,609,000	10,927,270	11,255,088
Production Staff	5,500,000	5,665,000	5,834,950	6,009,999	6,190,298
Warehouse Staff	5,000,000	5,150,000	5,304,500	5,463,635	5,627,544
Driver & Helper	4,500,000	4,635,000	4,774,050	4,917,272	5,064,790
QC Staff	6,500,000	6,695,000	6,895,850	7,102,726	7,315,807
RnD Staff	7,000,000	7,210,000	7,426,300	7,649,089	7,878,562
Production Admin Staff	5,000,000	5,150,000	5,304,500	5,463,635	5,627,544
Marketing & Sales Staff	5,800,000	5,974,000	6,153,220	6,337,817	6,527,951
Marketing Admin Staff	5,000,000	5,150,000	5,304,500	5,463,635	5,627,544
Finance Staff	5,800,000	5,974,000	6,153,220	6,337,817	6,527,951
HR Staff	5,800,000	5,974,000	6,153,220	6,337,817	6,527,951
IT Staff	5,800,000	5,974,000	6,153,220	6,337,817	6,527,951
Purchasing & Legal Staff	5,800,000	5,974,000	6,153,220	6,337,817	6,527,951
Total Permanent Employees	129,300,000	133,179,000	137,174,370	141,289,601	145,528,289
Security Guard	4,500,000	4,635,000	4,774,050	4,917,272	5,064,790
OB	4,000,000	4,120,000	4,243,600	4,370,908	4,502,035
Freelance	4,800,000	4,944,000	5,092,320	5,245,090	5,402,442
Grand Total	142,600,000	146,878,000	151,284,340	155,822,870	160,497,556

Figure 6. Meat Tech Base Salary

Human resource planning related to compensation can affect employee satisfaction and performance (Sidabutar et al., 2020; Elisa et al., 2022; Hassan, 2022). Compensation follows several company considerations such as minimum wage in Bekasi, employee education and experience, position, and workload in accordance with Government Regulation No. 36/2021 concerning wages in article 7 paragraph 4. The compensation system is divided into direct and indirect financial compensation. Direct compensation includes basic salary, holiday allowances, and bonuses. Giving bonuses can also give employees a sense of responsibility (Khossy & Kustiawan, 2024). Bekasi Regency has a minimum wage of IDR 5,558,515 in 2025. So based on the table above, the majority of average employee salaries are above the minimum wage. Meanwhile, indirect financial compensation is in the form of health insurance, employment insurance, and leave in accordance with Law No. 40/2004 and Law No. 24/2011.

Table 3. Working Hours and Working Shift

Job	Working Hours	Monday – Friday	Saturday
Non-Production	Non-Shift	08.00 – 16.00	08.00 – 13.00
	Break Time	11.30 – 12.30	–
Production	1st Shift	06.00 – 13.00	06.00 – 11.00
	Break Time	10.00 – 10.30	–
	2nd Shift	13.00 – 20.00	11.00 – 16.00
	Break Time	17.00 – 17.30	–

Working hours and shifts are designed to enable the company to meet targets, but within a healthy path so that employees do not burn out and reduce their performance (Khossy & Kustiawan, 2024). In addition to employee health factors, Government Regulation No. 35/2021 states that “7 working hours in 1 day or 40 working hours in 1 week for 6 working days in 1 week”. The increase in the number of employees in table 2 in year 3 is in line with the addition of work shifts in year 3. This is due to the increase in sales and large product variants that year. The planning of working time and work shifts in accordance with the government's regulations aims to create a balance between work life and personal life, so that employees can be committed to the company (Badrianto & Ekhsan, 2021; Beauregard & Henry, 2009).

Performance appraisals serve as a guide in achieving organizational goals and targets. Through performance appraisals, employees can find out what the company needs from employees. Meat Tech assesses employee performance with KPI assessments according to each division every year. Employee assessments are also used as a measurement of salary increases and other rewards such as promotions and bonuses. This factor motivates employees to improve their performance (Rani & Mayasari, 2015; Khan et al., 2017s).

In supporting the organizational culture related to integrity, the company also applies disciplinary actions such as giving warning letters and terminating employment. However, termination of employment can occur in addition to the offense committed by the employee. Termination of employment is in accordance with Law No. 11/2020 where: (1) The company merges, consolidates, acquires, or separates the company; (2) The company is experiencing losses and is carrying out efficiency; (3) The company is closed; (4) Employee resigns. Employee commits a serious offense.

Establishing Human Resource Management (HRM) at PT Meat Tech is a significant change from the ways startups normally handle HR, since such firms often focus on other business issues and cannot afford proper HR planning (Cardon & Stevens, 2004). Unlike lots of startups that first build their product and later focus on staff compartmentalized, Meat Tech established HRM as a key part of their foundation. Human capital is thus adopted in a way that fits the

Resource-Based View (RBV), implying that it does not simply provide support, but gives the organization a lasting competitive advantage (Barney, 1991). The creation of systems like HRIS, basic manpower planning and well-defined policies in the company's early years shows a clear plan for the future.

But, being proactive adds more difficulty to the process. As Meat Tech sets HR goals for the short, medium and long term, the effectiveness will come from how well these plans adjust to changes. It is important, according to strategic HRM, for HR practices to fit with an organization's goals (Wright & McMahan, 2011), but in startups, this connection is frequently at risk because of rapid market changes and changing goals. Sticking to standardized workflows (such as systems and performance measures) helps Meat Tech become more efficient, although it might make the business less capable of adapting to change. For this reason, the HR blueprint shows how far an organization has come with planning, but it must stay open to being improved in the future.

Significantly, the company integrates customer-centricity, integrity and innovation into its human resource strategy on purpose to affect employees' behavior and self-image. Designing the office, creating a brand and using specific language are ways Meat Tech manages each layer in Schein's (2010) model: physical traits, professed values and underlying assumptions. This brings together two important traits which is even more helpful in a young startup. However, literature explains that what people say they value may not be what they really practice unless their leaders model these values and employees agree to live by them (Reave, 2005). Because Meat Tech relies on cultural rules that come from leadership, it is uncertain how firmly the company's values are embedded among workers, especially staff with a lot of turnover or who do short-term work.

There is another issue that matters: finding a balance between adapting and using formal systems. Bringing in freelancers to do production tasks works well, but can result in varied talent, a lack of a shared identity and weak involvement. It has been found that having both permanent and contingent staff in companies usually leads to disjointed motivation and shortfalls in knowledge (Kalleberg, 2000; Lepak & Snell, 1999). Although having freelancers gives companies cost and staffing flexibility, it can make it more difficult to maintain unity within the organization and among customers. Unless controlled, this might damage the main differentiators that Meat Tech is trying to showcase such as reliable products and top-notch service.

How Meat Tech handles employee growth and keeping people is also just as significant. It is clear from their onboarding, yearly assessments and specific trainings (such as those in halal assurance, food safety and the supply chain) that they focus on skill development to achieve the best operation. This idea matches with approaches to organizational learning (Patnayakuni et al., 2007) which state that building knowledge is not casual but requires order and integration. Developing a knowledge management system and inviting 70% of employees to take part in learning activities shows the company is now focusing on becoming a learning organization. Even so, it is questionable whether these systems can keep going in startups because most lack capable leaders, incentives for workers and important technologies.

All performance reviews at Meat Tech are key performance indicator (KPI)-based, linking to both pay and growth. Even though this represents outstanding HRM methods (Bohlander & Snell, 2013), it leads to questions about motivation and what is considered fair. Offering performance rewards boosts a sense of accomplishment but may cause people to feel less involved if there is no clear feedback or development support (Deci & Ryan, 1985). Also, if there lack such internal equity surveys or benchmarking for pay, not being able to review their

wages fairly could leave people unsatisfied with their pay as the company grows and roles are clearly established.

Despite clearly connecting HR practices to business objectives in economic terms, it is still uncertain how HR advantages are reviewed and measured through time. Even though the HR planning matrix sets goals, there is not a strategy execution framework (for example, Balanced Scorecard or Kaplan & Norton's idea) that makes sure HR activities result in noticeable company achievements. In many startups, planning moves ahead of actually getting tasks accomplished. But, when monitoring isn't strong, issues within HR may shift it from moving the company forward to simply completing tasks that meet regulations.

Conclusion

Based on the research above, it can be concluded that clear and healthy HRM can help companies in having competent human resources to achieve company goals. The findings of this study are that Meat Tech focuses on managing employee performance and employee commitment in their early stage as a form of HR integration in business strategy, which is Product Development. Meat Tech focuses on managing employee satisfaction and motivation but still in accordance with company targets to meet customer needs. Every HR planning is in line with the existing organizational culture. While the artifacts, values, and assumptions of Meat Tech's corporate culture are related to each other. By implementing a strong HRM strategy, Meat Tech can cultivate a thriving work culture, optimize its organizational structure, and unlock employee potential through targeted training initiatives and a competitive compensation system, ultimately benefiting the company's overall success.

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