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Human Capital Management System Improvement For Food and Beverage MSME (Study Case: Cuankie XX)

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Abstrak: *Divisi pemasaran Cuankie XX, UMKM F&B di Bandung yang berdiri sejak Desember 2025, menghadapi berbagai tantangan dalam pengelolaan human capital, termasuk ketidakjelasan peran, tidak adanya KPI formal, evaluasi kinerja yang tidak terstruktur, serta tingginya tingkat perputaran karyawan. Penelitian ini bertujuan mengidentifikasi kondisi aktual HCM divisi pemasaran dan menentukan perbaikan HCM yang diperlukan. Penelitian menggunakan pendekatan kualitatif studi kasus dengan analisis tematik deduktif berdasarkan kerangka Bassi & McMurrer (2007) yang mencakup lima driver: Leadership Practices, Employee Engagement, Knowledge Accessibility, Workforce Optimization, dan Learning Capacity. Data dikumpulkan melalui wawancara mendalam dengan empat informan. Temuan menunjukkan bahwa sebagian besar praktik HCM baru sebagian diimplementasikan atau belum diimplementasikan sama sekali. Hanya keterampilan pengawasan, kolaborasi, dan sistem knowledge sharing, serta inovasi yang sepenuhnya terlaksana. Perbaikan yang direkomendasikan mencakup formalisasi job description, penetapan KPI berbasis SMART, penjadwalan rapat mingguan yang konsisten, pengembangan SOP, rencana pengembangan karir, dan pembentukan saluran komunikasi resmi. Penelitian ini berkontribusi pada pemahaman penerapan HCM di UMKM tahap awal.*

Kata kunci: Human Capital Management, UMKM, Food and Beverage, Kinerja Karyawan, Key Performance Indicators (KPI), Studi Kasus.

Abstract: *The marketing division of Cuankie XX, an F&B MSME in Bandung established in December 2025, faces significant human capital management challenges including unclear role definitions, absence of formal KPIs, unstructured performance evaluation, and high employee turnover. This study aims to identify the current HCM condition and determine the improvements needed in the marketing division. A qualitative case study approach was employed using deductive thematic analysis guided by the Bassi & McMurrer (2007) framework across five drivers: Leadership Practices, Employee Engagement, Knowledge Accessibility, Workforce Optimization, and Learning Capacity. Data were collected through in-depth interviews with four informants. Findings indicate that most HCM practices are only partially implemented or not implemented at all. Only supervisory skills, collaboration, knowledge-sharing systems, and innovation are fully implemented. Recommended improvements include formalizing job descriptions, establishing SMART-based KPIs, scheduling consistent weekly meetings, developing SOPs, creating career development plans, and establishing official communication channels. This study contributes to understanding HCM implementation in early-stage MSMEs.*

Keywords: *Human Capital Management, Micro, Small, and Medium Enterprises (MSMEs), Food and Beverage, Employee Performance, Key Performance Indicators (KPIs), Case Study.*

Introduction

Small and Medium Enterprises (SMEs) play a critical role in Indonesia's economic landscape. With over 64 million SME units contributing approximately 60% of the national GDP, the sector serves as a cornerstone of economic activity (Kemenko Perekonomian, 2025). Within this landscape, the food and beverage (F&B) sub-sector has demonstrated notable growth, reaching 4.85 million businesses in 2023, which have a 21.13% increase compared to 2016 (BPS, 2023). As competition intensifies across the F&B sector, the strategic use of digital marketing has emerged as a key differentiator for MSMEs seeking brand awareness and customer acquisition.

Effective marketing management requires structured human capital management (HCM). In organizational theory, human capital represents the knowledge, skills, and capabilities embedded in individuals that generate value for firms (Becker, 1993; Hitt et al., 2007). HCM goes beyond traditional human resource management by treating employees as investments whose value must be nurtured to yield sustainable competitive advantage (Armstrong, 2006; Ingham, 2007). Good HCM is characterized by clear performance targets, non-overlapping job descriptions, structured workflows, and formal evaluation mechanisms.

Cuankie XX is an F&B MSME operating four branches in Bandung, West Java, Indonesia. Since establishing its dedicated marketing division in December 2025, the organization has faced challenges typical of newly formed, small-scale marketing teams: undefined performance standards, unclear role boundaries, absence of formal KPIs, and high turnover. The division comprises one Head of Marketing and two staff members and operates under a parent company, Z Group, whose HR function is limited to recruitment and contract administration without involvement in day-to-day performance management.

This study applies the Bassi & McMurrer (2007) HCM framework—comprising Leadership Practices, Employee Engagement, Knowledge Accessibility, Workforce Optimization, and Learning Capacity—to analyze current HCM conditions and propose targeted improvements. The research questions guiding this study are: (1) What is the current condition of HCM in Cuankie XX's marketing division? and (2) What HCM improvements are needed to enhance the division's performance?

Method

This study adopts a qualitative case study design, appropriate for exploring contextual, in-depth phenomena within a bounded real-world setting (Braun & Clarke, 2006). The analysis follows a deductive thematic analysis approach, where themes are pre-defined by the Bassi & McMurrer (2007) five-driver HCM framework rather than derived inductively from raw data.

Primary data were collected through semi-structured in-depth interviews with four purposively selected informants: (1) The owner of Cuankie XX; (2) The Head of Marketing; (3) Marketing employee as the content creator; and (4) Former marketing employee as the graphic designer. These informants were selected to capture multiple organizational perspectives—strategic, managerial, and operational. All interviews were conducted in April 2026, with durations ranging from 29 to 40 minutes.

Interview questions were structured around the five Bassi & McMurrer HCM drivers and their corresponding sub-practices. Secondary data were obtained from internal documents including employment contracts, Google Sheets content planning records, and organizational structure documentation. Data validity was tested through triangulation across informants and between interview data and internal documents. The analysis proceeded through systematic data reduction—coding and grouping raw data according to HCM drivers—followed by data display and conclusion drawing. Informant anonymity is preserved in the presentation of findings.

Hasil dan Pembahasan

Leadership Practices

The Leadership Practices driver examines communication, inclusiveness, supervisory skills, executive skills, and leadership development systems (Bassi & McMurrer, 2007). Findings indicate that this driver is only partially implemented, with supervisory skills representing the sole fully implemented practice.

Communication in the marketing division flows through two levels—from the owner to the Head of Marketing, and from the Head to team members. While the owner grants significant autonomy to the Head, this approach has led to reactive rather than proactive communication. The Head of Marketing reported operating independently without clear periodic guidance, noting: "Sometimes I feel like I have no one to guide me and I'm walking alone. I have to cross-check to the owner." This contradicts Bassi & McMurrer's (2007) requirement that management must ensure employees understand expectations. Compounding this, instructions occasionally bypass the Head and come directly from the owner or the owner's mother (who serves as CFO of the parent company Z Group), creating conflicting priorities. Weekly meetings were held inconsistently and became less frequent as team size decreased.

Inclusiveness is practiced through an open work culture where all team members are encouraged to voice opinions. The owner expressed preference for collaborative evaluation over top-down criticism. However, this openness has not been consistently reflected in decision-making: some content was taken down without prior discussion, and the team's professional judgment was overridden on several occasions. This indicates that while the value of inclusiveness exists, it has not been translated into structured mechanisms.

Supervisory skills—exercised by the Head of Marketing—are fully implemented. The Head was described as providing clear, direct direction resolving sudden priority changes, and reviewing team outputs before publication. In terms of executive skills, the owner demonstrated organizational values by supporting creativity and expanding the team when requested. However, inconsistencies in providing constructive feedback created uncertainty for the Head. The owner perceived monitoring as sufficient, while the Head was left without clear performance signals—a direct gap in Bassi & McMurrer's criterion requiring executives to inspire employee confidence through feedback.

The leadership system sub-practice is entirely absent. The Head's current role evolved from content creator to Head of Marketing through operational necessity, without any planned competency assessment or leadership development process. Bassi & McMurrer require that organizations establish deliberate systems to identify and prepare future leaders, which has not yet occurred in this division.

Table 1. Leadership Practices Analysis Summary

Sub-practice	Status	Key Gap
Communication	Partially Implemented	Multiple instruction sources; inconsistent weekly meetings; expectations not explicitly communicated
Inclusiveness	Partially Implemented	Team input not always incorporated; content changes made without discussion
Supervisory Skills	Fully Implemented	Clear direction, obstacle removal, and feedback provided consistently
Executive Skills	Partially Implemented	Constructive feedback absent; owner monitoring not communicated to Head
Systems	Not Implemented	No leadership development system; promotion was reactive

Employee Engagement

The Employee Engagement driver examines job design, commitment, time management, and engagement evaluation systems. None of these practices are fully implemented; two are partially implemented (job design and time) and two are not implemented (commitment and systems).

Job design in the marketing division was not established through systematic planning. Team composition evolved reactively: the owner added staff primarily to observe coordination dynamics, while employees in the field found the workload unmanageable by fewer people. Role mismatches occurred early—a content creator was assigned to graphic design despite lacking the relevant competency, leading to unsatisfactory output and the eventual need to hire a specialist. This diverges from Bassi & McMurrer's (2007) criterion that work must be organized to utilize employees' talents optimally. The owner and Head held diverging views on resource requirements, confirming the absence of joint needs analysis prior to hiring.

Regarding commitment, all informants cited a positive work environment and interpersonal relationships as their primary motivators. However, Bassi & McMurrer (2007) emphasize that commitment must be grounded in structural elements—job security, recognition, and growth opportunities—not solely social factors. Contracts were renewable monthly, providing minimal job security. Although the owner described a view-based bonus system, no team member had received or was aware of such a mechanism. Career advancement occurred organically (the Head's role expanded from content creator to Head of Marketing), but without a deliberate plan.

Working hours were not defined in employment contracts, resulting in employees routinely working on weekends and being contacted in the evenings. This undermines Bassi & McMurrer's (2007) requirement that time must be managed to sustain performance without compromising personal well-being. No systematic engagement evaluation mechanism existed; team issues were only identified after they had already manifested—such as turnover—rather than through proactive monitoring.

Table 2. Employee Engagement Analysis Summary

Sub-practice	Status	Key Gap
Job Design	Partially Implemented	Team composition formed reactively without systematic needs analysis; competency mismatches occurred (e.g. content creator assigned to graphic design
Commitment	Not Implemented	Contracts are monthly with no job security; reward system exists verbally but has never been received or communicated to employees; growth opportunities are unplanned
Time	Partially Implemented	Workload is manageable under normal conditions, but no defined working hours in contracts leads to weekend work and late-night contact
Systems	Not Implemented	No engagement evaluation mechanism; team conditions only discovered after turnover has already occurred

Knowledge Accessibility

The Knowledge Accessibility driver—covering availability, collaboration, information sharing, and systems—is the most developed among the five, with collaboration and systems fully implemented and availability and information sharing partially implemented.

In terms of availability, the organization provided basic technical resources including a mobile phone, microphone, and premium application accounts (e.g., Canva). However, brand guidelines were not established by the organization from the outset. A new employee had to independently develop visual identity standards by observing prior designs and determining color palettes and typography—a process that should have been organizational responsibility. Training access procedures were also absent.

Collaboration both within the marketing team and with operational staff (store crew) was functioning well. Team members regularly shared drafts with the Head for review, and the marketing team cooperated effectively with store crew for content production. Information sharing within the team was active—the Head regularly shared tips on caption writing and content strategy with staff. However, information from outside the division (particularly from the owner's mother) frequently arrived without notice and disrupted established priorities, reflecting an absence of structured cross-divisional communication protocols.

The knowledge management system, operationalized through Google Sheets, is functional and accessible to all team members. It documents content plans, task assignments, and meeting outcomes. This represents a meaningful organizational asset that partially compensates for other gaps in the knowledge accessibility domain.

Table 3.Knowledge Accessibility Analysis Summary

Sub-practice	Status	Key Gap
Availability	Partially Implemented	Basic tools provided, but brand guidelines were not prepared by the organization from the start; no training access procedures exist
Collaboration	Fully Implemented	Internal peer review and cross-divisional collaboration with store crew are actively facilitated and functioning well
Information Sharing	Partially Implemented	Head actively shares knowledge with team; however, information from outside the division (owner's mother, owner) arrives suddenly without structured flow
Systems	Fully Implemented	Google Sheets serves as a centralized, accessible content planning and documentation platform for all team members

Workforce Optimization

The Workforce Optimization driver examines processes, working conditions, accountability, hiring, and workforce management systems. No practices are fully implemented; four are partially implemented (processes, conditions, accountability, hiring) and systems are entirely absent.

Work processes are understood at the operational level—employees know their roles and daily workflows. However, no formal SOPs exist. The absence of documented processes made the workflow vulnerable to disruption when sudden priority changes occurred or when team members resigned. Revision deadlines were informal, content approval was inconsistent, and workload redistribution during personnel changes relied on individual improvisation rather than guidelines.

Working conditions were generally positive in terms of interpersonal dynamics and physical resources. However, limited team capacity created recurring operational constraints. When multiple events occurred simultaneously—such as a home service event coinciding with a nobar (communal viewing event)—the team could not adequately cover all demands. This illustrates that even a conducive social environment cannot compensate for structural understaffing.

Performance accountability was weak. KPIs were set informally through conversation and focused primarily on posting frequency rather than business impact metrics such as engagement rate or conversion to sales. The owner described KPIs as adjustable and verbally communicated, while the Head of Marketing confirmed they were not formalized in employment contracts. There was a fundamental misalignment between what the team was working toward (brand awareness) and what the owner was evaluating (sales outcomes). Bassi & McMurrer (2007) require clear, agreed-upon accountability standards against which performance can be measured.

Recruitment was reactive—triggered by resignations or capacity complaints rather than planned anticipation of needs. The Head's input was not consistently incorporated into hiring decisions; in one instance, the owner hired a video editor when the Head had identified a graphic designer as the more critical need. Orientation was conducted informally by the Head without standardized structure.

Table 4. Workforce Optimization Analysis Summary

Sub-practice	Status	Key Gap
Processes	Partially Implemented	No written SOPs; no revision deadlines; no workload redistribution guidelines
Conditions	Partially Implemented	Positive social environment but team too small for simultaneous multi-location demands
Accountability	Partially Implemented	KPIs verbal and frequency-based; no formal evaluation; misaligned expectations
Hiirng	Partially Implemented	Reactive recruitment; Head's input not always considered; informal orientation
Systems	Not Implemented	No performance management or talent development system

Learning Capacity

The Learning Capacity driver examines innovation, training, development, value and support, and learning systems. Only innovation is fully implemented; value and support are partially implemented; training, development, and systems are entirely absent.

Innovation practices are strong. The team actively pursued trial-and-error content experimentation, sought trending content formats, and operated with high creative autonomy. This aligns with Bassi & McMurrer's (2007) criterion that organizations should welcome new ideas and encourage employees to develop more effective working approaches.

No formal training was provided by the organization. Employees were expected to leverage their academic backgrounds and self-directed learning. The owner acknowledged the value of training but had not converted this awareness into structured programs, partly assuming that educated employees could develop independently. This assumption transfers the responsibility for skill development from the organization to the individual, which contradicts Bassi & McMurrer's (2007) requirements.

No formal career development plan existed. Role growth occurred reactively as the Head's responsibilities expanded from content creator to Head of Marketing without planned milestones or competency-based criteria. Bassi & McMurrer (2007) require that career development be proactive and formally supported by the organization. Value and support for learning was present at the management level—the Head regularly shared knowledge and best practices with the team—but remained contingent on the Head's personal initiative rather than organizational policy. No learning management system existed to track competency development or training progress.

Table 5. Learning Capacity Analysis Summary

Sub-practice	Status	Key Gap
Innovation	Fully Implemented	Team actively experiments with content trends, ideas welcomed from all levels, trial-and-error approach encouraged
Training	Not Implemented	No training provided by the organization; employees develop competencies entirely through self-directed, autodidactic learning
Development	Not Implemented	No formal career development plan; role growth occurs reactively to operational demands, not through planned milestones
Value & Support	Partially Implemented	Head actively prioritizes team learning informally; owner acknowledges value of training but has not translated awareness into structured programs
Systems	Not Implemented	No learning management system; no mechanism to track competency development or monitor team learning progress

HCM Improvement Recommendations

Based on the gap analysis, recommended improvements are organized by HCM driver. A key overarching finding is that most gaps do not require building systems from scratch but rather formalizing and structuring informal practices that already exist, so they can run consistently and sustainably regardless of personnel changes.

For Leadership Practices, the primary improvements needed are: (1) establishing a single official communication channel where all directions flow from the owner to the Head and then to the team, eliminating parallel instruction streams; (2) scheduling structured weekly meetings with a fixed agenda covering progress updates, directions, and feedback—meeting outcomes should be documented as formal minutes; and (3) developing a competency profile for the Head of Marketing position to enable transparent, proactive leadership development rather than reactive promotion (Spencer & Spencer, 1993).

For Employee Engagement, a systematic job analysis should be conducted to produce accurate job descriptions and competency profiles for each position (Dessler, 2016). Employment contracts should be revised to include longer durations and defined working hours. The reward system and career development opportunities should be formalized and communicated to employees from onboarding. Periodic engagement evaluations should be implemented to proactively monitor team conditions rather than discovering issues only after turnover has occurred (Bassi & McMurrer, 2007).

For Knowledge Accessibility, existing brand guidelines should be formalized into official company documents stored centrally and accessible to all team members including new hires. Procedures for accessing training should be established. Information from outside the division must flow through official channels, ideally integrated into scheduled weekly meetings to prevent sudden disruptions to team priorities.

For Workforce Optimization, written SOPs should be developed covering content approval workflows, revision timelines, mechanisms for managing priority changes, and workload redistribution guidelines for personnel transitions. SMART-based KPIs (Camilleri, 2024) should be established for each position—moving beyond posting frequency to include engagement rate, follower growth, and contribution to sales. Regular performance evaluation cycles (monthly or quarterly) should be formalized. Recruitment should shift from reactive to proactive, with hiring decisions informed by job descriptions, competency profiles, and input from the Head of Marketing (Bassi & McMurrer, 2007).

For Learning Capacity, the organization should provide structured training programs relevant to each role's competency needs—such as digital marketing strategy or social media management (Asikin et al., 2024). A formal career development plan should be created to make advancement pathways transparent and reduce turnover (Tereshchenko et al., 2024). A simple learning management system using existing tools such as Google Sheets can track training completion, competency development, and learning plans without requiring complex infrastructure (Bassi & McMurrer, 2007).

Conclusion

This study analyzed the HCM condition of the marketing division at Cuankie XX using the Bassi & McMurrer (2007) five-driver framework and proposed targeted improvements based on identified gaps. The findings reveal that most HCM practices in the division are either partially implemented or not implemented at all. Of the 23 sub-practices analyzed, only four are fully implemented: supervisory skills, collaboration, knowledge-sharing systems, and innovation. The remaining practices—spanning communication, job design, accountability, training, and development—rely on individual initiative rather than organizationally developed structures, making their sustainability uncertain when personnel or operational conditions change.

The improvements recommended do not require building entirely new systems; rather, they focus on formalizing and structuring existing informal practices. Key interventions include single official communication channels, consistent weekly meetings, job analysis and formalized job descriptions, SMART-based KPIs, written SOPs, structured training programs, career development plans, and a simple learning management system. Implementation should proceed incrementally over a five-month horizon, prioritizing foundational elements—job analysis, communication channels, and weekly meeting structures—before building higher-order systems for performance evaluation and learning management.

This study contributes to the limited literature on HCM in nascent MSME marketing divisions, demonstrating how the Bassi & McMurrer framework can be applied in resource-constrained organizational contexts. Future research should expand the scope to other divisions within Cuankie XX or to comparable F&B MSMEs, and should conduct implementation testing to assess the effectiveness of the proposed interventions.

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