

## ***Human Capital Analysis at PT. Matahari Department Store Festive Walk Karawang***

### **Analisis Sumber Daya Manusia Pada PT. Matahari Department Store Festive Walk Karawang**

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#### **ABSTRACT**

*The purpose of this research is to analyze the human capital owned by PT Matahari Department Store Festive Walk Karawang. The application in creating human capital in the company includes five components, namely individual capability, individual motivation, the organization climate, workgroup effectiveness and leadership. Because of the importance of human capital in the progress of a company, companies need to pay attention to the application of human capital components to the maximum. The success of a company depends not only on technological excellence and the availability of funds, but also on existing human capital factors. From the observation, there are so many companies in Indonesia that have not maximized their human capital. The results showed that the application of components in creating human capital at PT Matahari Department Store Festive Walk Karawang is quite good.*

**Keywords:** Human Capital, Individual Capability, Individual Motivation, The Organizational Climate, Workgroup Effectiveness, Leadership

#### **ABSTRAK**

Tujuan dari penelitian ini adalah untuk menganalisis human capital yang dimiliki oleh PT Matahari Department Store Festive Walk Karawang. Penerapan dalam menciptakan human capital di perusahaan meliputi lima komponen yaitu kapabilitas individu, motivasi individu, iklim organisasi, efektivitas kelompok kerja dan kepemimpinan. Karena pentingnya human capital dalam kemajuan sebuah perusahaan, maka perusahaan perlu memperhatikan penerapan komponen human capital secara maksimal. Keberhasilan suatu perusahaan tidak hanya bergantung pada keunggulan teknologi dan ketersediaan dana, tetapi juga pada faktor human capital yang ada. Dari hasil pengamatan, banyak sekali perusahaan di Indonesia yang belum memaksimalkan human capital yang dimilikinya. Hasil penelitian menunjukkan bahwa penerapan komponen-komponen dalam menciptakan human capital di PT Matahari Department Store Festive Walk Karawang sudah cukup baik.

**Kata Kunci:** Modal Manusia, Kemampuan Individu, Motivasi Individu, Iklim Organisasi, Efektivitas Kelompok Kerja, Kepemimpinan

## **1. Introduction**

The progress of the retail industry that occurs continuously makes its activists have to work extra hard to maintain existence. Not that the retail industry will become extinct. but in the development of an increasingly advanced industry requires the Company to maximize all the resources it has. the progress of a Company cannot be separated from the resources it has. Company resources include all factors, both *tangible (tangible assets)* and *intangible (intangible assets)* (Nawi et al., 2020). However, in developing a company, companies usually focus more on developing *tangible* resources.

*Human capital* is one of the main components of intangible assets owned by the company. therefore, human *capital* does not view humans as capital like machines, but instead, *human capital*

can help decision makers in building and improving the quality of the organization/company (Vilela & Paredes 2022). therefore, companies need to create quality *human capital* to face challenges and achieve the company's vision and mission .

*Human capital* management is a new direction of human resource development, where the difference lies in the basic understanding of the two approaches, the *human capital* approach is a thought that treats humans as capital like other capital goods or company assets (Pal 2023). The definition of *human capital* emphasizes the concept that people are one of the main resources of the company, with unlimited value and quantity that can be managed in a process that ultimately produces more value for the company (Rusminingsih et al., 2021).

In *human resources*, people are defined as resources. With this understanding, companies claim that humans can be exhausted if overused. Based on this understanding, many companies believe that acquiring and retaining human resources entails significant costs, but the company does not derive the same benefits (Kim 2021).

According to Larkan in Rusdiana and Tatang (2020), *Human Capital* exists based on the phenomenon that in the 21st century, the awareness of company management in managing Human Resources is getting higher. Companies are beginning to realize that company performance is not only determined by *tangible capital* in the form of machinery, technology, and finance, but is also influenced by *intangible capital*, namely "*human capital*".

Currently, many companies in Indonesia have changed the name of the human resource management section, division, or department to the *human capital* management section, division, or department. However, is the change in name or term really well understood so that the philosophy of the *human capital* approach and its implementation are appropriate, or is the change only limited to a change in name without any change in substance and implementation.

Gaol in Prayedri (2018) states that *human capital* is knowledge, expertise, abilities and skills that make humans or employees the capital or assets of a company. To measure the extent of *human capital* at PT Matahari Department Store Festive Walk Karawang, the researcher conducted a pre-survey through a questionnaire given to random employees with 30 respondents with the results that can be seen in the following table:

**Table 1. Results of pre-research survey on *Human Capital* at PT Matahari Department Store Festive Walk Karawang**

No.	Question	High	Low	Percentage
1	What is the knowledge possessed by employees of PT Matahari Department Store Festive Walk Karawang	29	1	96%
2	How are the skills of PT Matahari's employees Department Store Festive Walk Karawang	29	1	96%
3	How are the abilities of employees PT Matahari Department Store Festive Walk Karawang	30	1	96%
4	How are the skills that employees have PT Matahari Department Store Festive Walk Karawang	30	0	100%

Source: Researcher, 2023

Based on the survey results in table 1 above, the knowledge and skills factor has answers with a total of 29 people or 96%. The abilities and skills of employees at PT Matahari Department Store Festive Walk Karawang with a total of 30 people or 100%. Results

This shows that employees at PT Matahari Department Store Festive Walk Karawang have good *human capital* in achieving company goals.

This is also the phenomenon that occurs at PT Matahari Department Store Festive Walk Karawang where there is an increase in company performance which can be seen from the increase in sales that occurred in 2021-2022 as follows:

**Table 2. Sales of PT Matahari Department Store Festive Walk Karawang in 2021-2022**

Month	2021	2022	Percentage
January	6.232.895.737	6.954.379.851	111%
February	4.731.575.795	4.836.751.491	102%
March	8.194.639.543	8.425.404.361	102%
April	28.243.075.610	32.038.274.361	113%
May	4.997.813.155	5.727.858.966	115%
June	4.730.034.165	4.786.836.075	101%
July	5.520.859.303	5.538.967.344	100%
August	4.623.091.435	4.629.164.955	100%
September	4.651.678.787	4.670.328.785	100%
October	5.583.737.026	5.614.638.598	100%
November	5.325.994.586	5.343.497.574	100%
December	8.453.279.261	8.476.111.683	100%
<b>Total</b>	<b>91.288.674.403</b>	<b>97.042.178.125</b>	<b>106%</b>

Source: PT Matahari Department Store Festive Walk Karawang

Based on the data in table 2, it can be seen that the company's performance is in accordance with the company's objectives, this is evidenced by the data in the table above which shows that there is sales growth from 2021-2022 which occurs up to 100% and even more every month and this is in accordance with the company's objectives. This condition is certainly influenced by the *human capital* in the company, namely the factors of knowledge, expertise, skills and abilities of employees who act as investors and invest human resources in the company to achieve satisfactory performance to achieve company goals (Rivera et al., 2023).

In a number of *human capital* component studies conducted previously, Zami (2020) states that the application of *human capital* through knowledge, capabilities and various intrinsic potentials that exist in individuals will be able to lead the organization to achieve its unique goals. according to Sukoco (2017) in the study of the *human capital* approach, personal achievement motivation can be understood as a person's drive to do or exert the best possible effort in an activity or task to achieve achievement. In this case, the achievement in question can be seen from the results of job evaluation will have an impact on the rewards that employees will receive.

Yuniarsih et al. (2022) also mentioned that the success of the company is human resources not just the company's business and the company must focus more on unique knowledge and skills. The results of a *systematic review* conducted by Frendy & Chandra (2023) show that *human capital*

plays a very important role in the company's human resources. And the company must use its *human capital* (knowledge, skills, and values) to advance the interests of the organization.

Linda *et al.* (2020) argue that the *Human Capital* owned by employees is determined by the knowledge they have and is used to create value for the company. A similar opinion was also conveyed by Philip, Asep & Nandang (2023) by retaining talented people, companies will be more confident in achieving strategic demands such as future business needs.

*Human Capital* represents the organization's personal knowledge store represented by its employees. Ricky and Retno (2019) also conveyed a similar view that *Human Capital* can be understood as the people themselves, both individually and collectively, in terms of individual abilities, knowledge, commitment and experience provided to the company.

Based on this background, the researcher is interested in taking the title "*Human Capital* Analysis at PT Matahari Department Store Festive Walk Karawang". Which aims to analyze how the company's strategy and leaders in developing *human capital* to achieve company goals, analyze the *human capital* owned by employees at PT Matahari Department Store Festive Walk Karawang and to analyze how the application of *human capital* components at PT Matahari Department Store Festive Walk Karawang

## 2. Literature Review

### Definition of Human Capital

*Human capital* is defined as something unique as a whole in humans, such as intelligence, skills, abilities and perseverance to develop their knowledge and create new things to ensure business success. Djampangau *et al.* (2018).

Ricky and Retno (2019) state that *human capital* can be explained as the people themselves, both as individuals and as a group, based on the talent, knowledge, commitment and personal experience they provide to the company. Schermerhon took the same view from Heru Susilo *et al.* (2018). "*Human Capital* can be interpreted as the economic value of human resources related to their abilities, knowledge, ideas, innovation, energy and commitment". The point of Schermerhon's theory is that *Human Capital* using new abilities and ideas can be of economic value to the company.

Thus, *human capital* does not place humans as assets similar to machines, but rather recognizes that humans have a unique role. *Human capital* can help decision makers in an effort to improve the quality of the organization by focusing on human development. Therefore, companies must be able to improve the quality of human resources to face challenges and achieve the company's vision and mission.

Based on the above opinions, it can be concluded that *human capital* is about people and their skills, which enable them to create value for the company to achieve its goals.

### Human Capital Components

Mayo in Rusdiana and Tatang, (2020) views *Human capital* in the company has five components as follows:



**Figure 1. A Climate For The Growth Of Human Capital**

Source: Mayo in Rusdiana, and Tatang, (2020)

### **1. Individual Capability**

Mayo in Rusdiana, and Tatang, (2020) states that individual abilities can be divided into two parts, actual abilities and potential abilities. Actual skills are skills acquired through learning (achievement or achievement) that are now ready to be demonstrated and tested. Potential abilities are abilities that individuals still have and are inherited. Potential skills can be divided into two parts, namely general basic skills (intellect or intellect) and specific basic skills (aptitude and attitude).

### **2. Individual Motivation**

According to Sunyoto (2018), motivation talks about how to encourage a person's work spirit, so that he exerts and gives all his abilities optimally to achieve organizational goals. Personal motivation is also shaped by the attitude of employees in dealing with the company's work situation. Employees' positive mental attitude towards the work situation strengthens work motivation to achieve the highest performance.

### **3. The Organization Climate**

According to Afand (2018), organizational culture, which is a system of values, assumptions, beliefs, philosophies, and organizational habits that prevail in the organization. It is the organizational value system that is adopted by organizational members and then affects the way the organization behaves and behaves. organizational members.

### **4. Workgroup Effectiveness**

According to Hamiruddin *et al.*, (2019) Teamwork is a group of individuals who work together to achieve a common goal, and this goal can be achieved more easily by working together than working alone. Teamwork makes it easier for members when they have problems so that the team works very well in solving these problems. Both based on production results and personal satisfaction. Satisfaction is the team's ability to meet the individual needs of its members, then maintain their support and commitment to the business.

### **5. Leadership**

Fikri D. Fadude, et al (2019), state "A leader is someone who has the ability to influence the behavior of other people or groups within a company which is a synergy in order to achieve its

goals". Leadership can be defined as the ability to influence others by taking desired actions through communication that can persuade other individuals or groups of people to achieve their goals. Someone who has had experience in the ups and downs of an organization will surely recognize that high quality leadership is very important to the organization. Conversely, poor leadership can affect morale and cause dissatisfaction. This can potentially lead to a lot of crime within the organization. The impact is also seen in how the public judges when key leaders leave or join the organization.

### 3. Methods

#### Type of Research

This type of research approach uses Descriptive - qualitative methods, as revealed by Nur and Faujiah (2020) the descriptive - qualitative approach is a research method that aims to understand the phenomena experienced by research subjects. This research describes the phenomenon in the form of words, terms, and language in a specific natural context, using various natural methods. The focus of this research is to analyze the *human capital* owned by PT Matahari Department Store Festive Walk Karawang.

#### Time And Place Of Research

The research time was conducted from December 2022-June 2023. The place of research at PT Matahari Department Store Festive Walk Karawang, address Festive Walk, Jl. Galuh Mas Raya, Sukaharja, Telukjambe Timur, Karawang, West Java 41331.

There are two types of data sources obtained in this study, namely primary and secondary data, primary data obtained directly in the form of observations and interviews conducted with the main informants and additional informants with a total of 5 people. The data collection method used is observation, documentation and interviews with the Assistant Store Manager, HRD, as well as 3 Supervisors at PT Matahari Department Store Festive Walk Karawang.

#### Instruments And Analysis Techniques

##### Data Analysis Techniques Used In This Study:

##### 1. Data Reduction

Sugiyono (2019: 323) states that the longer the researcher is in the field, the more important, complex and complex the amount of data obtained. For this reason, it is necessary to immediately analyze the data by reducing the data. Shortening means summarizing, taking the main points, focusing on important things, looking for themes and patterns. As a result, the reduced data will provide a clearer picture and make it easier for researchers to collect additional data and search for it if needed.

##### 2. Presentation of data

Miles & Huberman in Sugiyono (2019: 325) state that the next step in qualitative data analysis after data reduction is display or presentation of data. In qualitative research, data presentation can be in the form of brief descriptions, diagrams, relationships between categories, flowcharts, and the like. In this case Miles & Huberman in Sugiyono. (2019: 326) states that in qualitative research, data is most often presented with narrative text. By presenting the data, it is easier to understand what happened and plan further work based on the knowledge gained.

##### 3. Drawing conclusions

The third stage is qualitative data analysis based on the Miles & Huberman model in Sugiyono (2019: 329) is conclusion and confirmation. The review is carried out because the initial

conclusions presented are still temporary and will change if no strong evidence is found to support the next data collection stage.

#### Data validity test

According to Sugiyono (2019: 369) Data validity checking uses data source triangulation to check the validity of the data by verifying data obtained from various sources. The data obtained was analyzed by researchers to draw conclusions and then sought consistency (member check) with three data sources

### 4. Results and Discussion

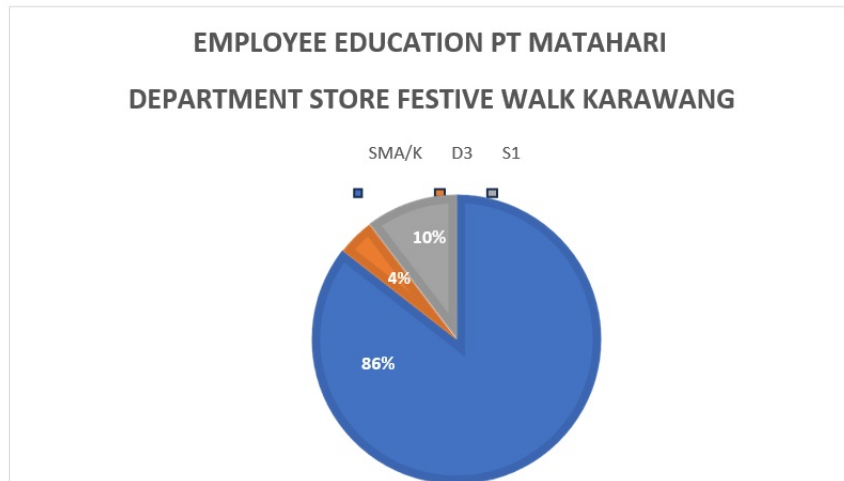
#### Results

There are 5 interrelated components in creating a company's *human capital* that ultimately determines the value and purpose of a company including: *individual capability, individual motivation, the organization climate, workgroup effectiveness and leadership.*

#### Individual Capability

Personal skills include education, experience and knowledge of employees. The training, knowledge and experience of each employee is the company's capital that must be maintained and further developed for sustainable development and further company development. The results of interviews with Ms. Marsya Nikita as HRD at PT Matahari Department Store Festive Walk Karawang show that the educational background of employees at PT Matahari Department Store Festive Walk Karawang is in accordance with existing company standards.

There are also employees who are currently pursuing higher education and there are also employees who have completed higher education. The percentage of employee education at PT Matahari Department Store Festive Walk Karawang can be seen in the following figure:



**Figure 2. Recapitulation Of Education Of Employees Of PT Matahari Department Store Festive Walk Karawang**

Source: PT Matahari Department Store Festive Walk Karawang, 2023

Employee Education at PT Matahari Department Store Festive Walk Karawang totaling 242 has a percentage of 86% high school graduates with a total of 208 people, 10% are employees who have completed higher education S1 with a total of 24 people, and 4% are employees who graduated

from D3 with a total of 10 people.

The work experience of employees is also considered qualified as evidenced by the greater majority of employees who already have work experience in the retail world before but do not close the opportunity for *fresh graduates to work in* this company. The work experience background of employees at PT Matahari Department Store Festive Walk Karawang can be observed in the following table.

**Table 3. Recapitulation Of The Work Experience Of Employees Of PT Matahari Department Store Festive Walk Karawang**

Field of work experience	Total	Percentage
Other retail	149	62%
Factory	30	13%
Other Fields	42	17%
Inexperienced	21	8%
<b>Total</b>	<b>242</b>	<b>100%</b>

Source: PT Matahari Department Store Festive Walk Karawang, 2023

Mrs. Cristyn Sugesty stated that the knowledge of employees at PT Matahari Department Store Festive Walk Karawang is quite good which is quoted as follows:

*"For employees here, I guarantee that their knowledge is all good because we also have training, we have made training for employees so that their knowledge is even better with general meetings held every Thursday, then there is also training for team employees."*

Although there are still employees who are *fresh graduates*, it is not an obstacle to maximize the knowledge of existing employees for the company's goals, this can be overcome by holding various *training* programs as follows:

1. *Product knowledge training*

The purpose of product knowledge training is to provide employees or related parties with a deep understanding of the products or services offered by a company.

2. *Visual Merchandising Training*

The purpose of this training is useful to increase knowledge about product arrangement by paying attention to various aspects that aim to attract consumer attention and form a store image, resulting in purchasing decisions.

3. *Customer Service Training*

The purpose of this training is to explore how to understand and respond to customer needs. Improve the fundamentals of providing high quality service to customers.

**Individual Motivation**

According to informant 5 Mr. Oding Rohana stated that *"employee motivation in this company is formed through several aspects, usually before doing work activities we do morning briefing and always provide input to refresh the spirit of employees with the aim of forming employee enthusiasm in working and achieving company targets, if the target is achieved, the company always gives rewards as a form of motivation and appreciation to employees"* From the results of interviews and observations obtained by the author, the efforts made by PT Matahari Department Store Festive Walk Karawang in motivating employees are carried out in the following ways:

1. *Morning briefing*

*"Usually every morning before starting work we will conduct a morning briefing to motivate employees and also remind employees how far the target has been achieved in order to revive employee motivation so that the company's targets are achieved and get incentives."*



## 2. Basic salary and benefits

Salaries and benefits at PT Matahari Department Store Festive Walk Karawang are in accordance with existing standards and employees with the following income details:

### a) Base Salary

The salary received by employees is in accordance with applicable regulatory standards.

### b) Incentives

Incentives are given if the company's targets are achieved, the amount of incentives varies based on the extent of target achievement by employees.

## 3. Rewards

In addition to salaries and incentives, the company also holds personal competitions that are carried out on a regional scale, if employees succeed in achieving the highest sales or contributions then the employee will get rewards that have been determined in the form of money, trips at home & abroad depending on what the policy is at that time

### **Organizational Culture (*The organization climate*)**

Mrs. Yenny as informant 1 stated "The *organizational culture at PT Matahari Department Store Festive Walk Karawang has been determined from the company, namely HCCIG*" The culture referred to is as follows:

- *Humble* : Always be humble, and respect others while being assertive, *Collaborative*: Focus on working well together, trusting each other and providing positive support.
- *Competitive*: Have a high fighting spirit to compete in a healthy manner to achieve the best results.
- *Innovative*: Provide creative and original ideas. Be adaptive and continue to innovate to achieve results that are applicable now and in the future.
- *Giving back*: Sharing benefits and happiness with others. Providing value to society and the environment with a sense of sincerity and responsibility.

The environment is very influential on attitudes and individuals, therefore PT Matahari Department Store Festive Walk Karawang tries to apply the organizational culture that has been designed to every employee in it. Through the attitude of humility and mutual respect for fellow employees, collaborative which is the role of employees in working together to achieve company goals, competitive is done through the ability of employees to compete in achieving company targets and also competitions that are usually held in the company, innovation where employees are allowed to provide ideas that they have in an effort to achieve company goals, and finally, giving back which makes employees a useful person and shares positive things in their environment.

### **Workgroup effectiveness**

The results of interviews conducted with Mr. Bagas Maulana stated "*one form of employee teamwork in achieving company goals is applying every employee's ability to achieve company goals, for example in achieving sales targets at PT Matahari Department Store Festive Walk Karawang employees apply online and offline sales, Although not all employees can do online sales, but cooperation is still held according to their respective abilities*" Teamwork at PT Matahari Department Store Festive Walk Karawang is created through involvement between employees with the abilities possessed by each employee in contributing to achieving a goal of the company, company goals are described through company targets that must be achieved, So, the first thing to do to determine criteria is to consider a person's ability. A person's ability is recognized when he can carry out the

assigned work. This method is the easiest way to assess a person's ability, motivation, responsibility, and potential in a work team.

Human resource capacity is a very important consideration when forming a team. Because these human resources must really be able to understand what their function will be. Group formation in the company is carried out based on the direction and approval of the group by submitting the names of prospective team members. When the group is formed, the group will carry out their responsibilities to achieve work goals according to their respective capacities.

### **Leadership**

Leadership at PT Matahari Department Store Festive Walk Karawang applies a Democratic leadership style. This is stated by the statement of Mrs. Yenny Saputro (Assistant Store Manager) as the main informant who stated: "*Leadership in this company applies a democratic style, we provide opportunities for employees to actively participate, exchange thoughts and ideas in decision-making discussions*". This can be implemented by leaders who always conduct two-way communication with employees through *morning briefings* and also always provide a forum for employees to convey ideas and input aimed at achieving company goals.

### **Discussion**

Based on the results of research on *Human Capital* analysis at PT Matahari Department Store Festive Walk Karawang, it shows that PT Matahari Department Store Festive Walk Karawang has implemented and created *Human Capital* properly and in accordance with Mayo's statement in Rusdiana and Tatang, (2020) which views *Human capital* In the organization there are five components, including personal competence, personal motivation, organizational environment, team performance and leadership.

### **Individual Capability**

Mayo in Rusdiana, and Tatang, (2020) that personal capacity can be divided into two parts such as actual capacity and potential capacity. Actual skills are skills acquired through learning (achievement or attainment), which can be demonstrated and tested in an instant now. Latent skills are aspects of skills that still exist within the individual and are acquired through genetics. Latent skills can be divided into two parts, namely general basic skills (intelligence or intelligence) and specific basic skills (aptitude and attitude).

The results of the interview explain that the individual abilities of employees are quite good because from the beginning the company has carried out a strategy through employee selection that suits the needs of the company starting from education, and employee experience. knowledge gained from the training held which aims to achieve company goals.

The data shows that Employee Education at PT Matahari Department Store Festive Walk Karawang totaling 242 has a percentage of 86% high school graduates with a total of 207 people, 10% are employees who have completed higher education S1 with a total of 25 people, and 4% are employees who graduated from D3 with a total of 10 people and for work experience employees are also considered qualified as evidenced by the greater majority of employees who already have work experience in the retail world before but do not rule out opportunities for *fresh graduates to work in* companies that can be developed through various existing training. Observations made by researchers have also explained that the individual abilities of employees at PT Matahari Department Store Festive Walk Karawang are quite good from the ability of employees to serve *customers*, explain product knowledge and so on.

This is the same as research conducted by Zami (2020) which states that the application of human capital through differences in knowledge, abilities and intrinsic potential that exist in individuals will be able to lead the organization to achieve its goals in a unique way.

The researcher argues that the individual abilities of employees of PT Matahari Department Store Festive Walk Karawang are good starting from the strategies applied in the *recruitment* process to make employees in the company already have good work experience and always hold training for employees who are expected to achieve company goals.

### **Individual Motivation**

According to Sunyoto (2018), motivation discusses how to encourage the work spirit of a person, so that he exerts and gives all his abilities optimally to achieve organizational goals.

The results of the interview explained that PT Matahari Department Store Festive Walk Karawang provides a form of motivation to employees in the form of Salaries, Incentives, and proper rewards to employees in an effort to form employee work motivation to achieve company goals and is expected to be a motivation for employees to achieve company goals. By providing motivation, employees will be more active and improve their performance. This is in accordance with research conducted by Sukoco (2017) Achievement motivation can be understood as a person's motivation to do or work in an activity or task as well as possible to achieve achievement, in this case the intended achievement can be seen from the results of job evaluations which will have an impact on performance. rewards that employees will receive.

Observations made by researchers are in accordance with the results of interviews conducted that PT Matahari Department Store Festive Walk Karawang in a certain period of time gives rewards to employees who excel through general meetings held every Thursday.

The conclusion of individual motivation is that the strategy and application of motivation in employees of PT Matahari Department Store Festive Walk Karawang is given through appropriate salaries, incentives or bonuses and also rewards are enough to build employee motivation in working to achieve company goals.

### **Organizational Culture (*The organization climate*)**

Afandi (2018: 97) states that organizational culture is a system of values, assumptions, beliefs, philosophies, organizational habits that exist within an organization.

The results of the interview stated that PT Matahari Department Store Festive Walk Karawang applies an organizational culture called "HCCIG" and the implementation is quite good in running the organizational culture. A conducive culture encourages employees to contribute as much as possible to the company. Employees who are satisfied with the company they work for will most likely choose to keep working there even if there are job opportunities elsewhere. If employees already have an attachment to the company, they will work hard for the progress of the company Sukoco (2017).

The organizational culture at PT Matahari Department Store Festive Walk Karawang is quite good and is expected to influence employees not only in the work environment but also in the surrounding environment.

### **Workgroup effectiveness**

The ability to work in a team is a company requirement, so all employees are required to be able to work in a team. This is one of the criteria for recruiting new employees. The company realizes that in the current conditions, good personal skills are not enough, but must be developed into good

teamwork. This is in accordance with the statement of Hamiruddin et al., (2019: 142) which has stated that teamwork is a group of individuals who work together to achieve a common goal and that goal can be achieved more easily by working together than working alone. Teamwork makes it easier for members to deal with problems so that the team works very effectively to solve these problems.

The results of the interview explained that teamwork at PT Matahari Department Store Festive Walk Karawang is implemented through the respective abilities possessed by employees in contributing to achieving company goals. This is in accordance with research conducted by Zami (2020) It reveals the ability or capacity of each member to master all challenges and tasks to carry them out effectively and achieve the desired goals.

The effectiveness of the work team at PT Matahari Department Store Festive Walk Karawang is applied through the involvement of employees in the company and also doing work according to the abilities or expertise that each employee has in achieving company goals.

### **Leadership**

Fikri D. Fadude, et al (2019: 32) say "A leader is someone who has the ability to influence the behavior of other people or groups within a company which is a synergy in order to achieve its goals".

The results of the interview stated that the leadership at PT Matahari Department Store Festive Walk Karawang applies democratic leadership in which the leadership is democratic. Provide space for employees to be able to provide ideas and input that they have for the achievement of company goals.

This has been well implemented through the holding of *morning briefings* conducted before starting work where at that time employees and leaders provide direction at work and also employees are given space to convey their aspirations.

This is in accordance with Zami's (2020) statement that it is the manager's job to maintain the continuity of the organization. Leadership quality is very credible in the organization. Of course, this also affects the organizational goals that can be achieved.

Leadership at PT Matahari Department Store Festive Walk Karawang is categorized as quite good in carrying out each of its roles and responsibilities as a leader. When working in groups, leaders play a role in providing direction to their members and also participate in activities and decision making that will be carried out through two-way communication so as to influence employees in working directly and minimize the risk of making mistakes in achieving company goals

## **4. Conclusions**

Based on the results of the research and discussion, the following conclusions can be drawn:

1. Human capital development strategy at PT Matahari Department Store Festive Walk Karawang is good enough
2. *Human Capital* at PT Matahari Department Store Festive Walk Karawang is good enough.
3. The implementation of *human capital* components at PT Matahari Department Store Festive Walk Karawang has been done well.

### **Advice**

1. The *human capital* development strategy carried out needs to be maintained consistently so that it is hoped that the company's goals will always be achieved.

2. *Human capital* at PT Matahari Department Store Festive Walk Karawang can be developed further through various kinds of training that do not yet exist in the company.
3. In general, *human capital* at PT Matahari Department Store Festive Walk Karawang is good and must be improved in the future

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