

## **The Role of Human Resources Development Management in Improving Creative Entrepreneurs at Overloops Photography, Yogyakarta, Indonesia**

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**ABSTRACT:** The purpose of this study are to determine: 1) the role of management in the development of creative entrepreneurship; 2) Human resource management strategy for Overloops as creative entrepreneurs; 3) Overloops' strategy to emerge from the pandemic era and increase its capacity. This study used a qualitative method with SWOT analysis. The respondents were business owners, managers, and five employees. The results show that: 1) Management play very important role in the development of Overloops; 2) the development strategy obtained from SWOT analysis is in quadrant III. This strategy is carried out by Overloops by leaving conventional photography and switching to futuristic photography; 3) Overloops' strategy for post-pandemic stabilization are obtaining passive income and editing abroad content creator's videos.

**Keywords:** creative entrepreneurs, human resource planning, human resource development, overloops photography, swot analysis

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## **INTRODUCTION**

The industrial revolution which has entered the 4th stage demands acceleration and diversification in the business field. It has consequence in automation and the convenience of appropriate technology, one of which is the presence of gadgets. According to data, from 274.9 million people as Indonesia's total population, active social media users reach 170 million. The number of social media users in Indonesia is equal to 61.8% of the total population in January 2021. This figure is also an increase of 10 million, or around 6.3% compared to last year. The development of the era of globalization demands the development of information technology as one of the infrastructures in business. Economic assets will develop into something non-physical, such as market perception, relationships, company image, brand image, patents, credibility, portfolio of works, vision, and special knowledge.

Based on these facts, the creative industry has a great opportunity to develop if it can achieve engagement from social media users. To meet these needs, visualization of excellent and distinctive products is what is needed. Thus, one of the supporters of the business line, including content creators who get money from account monetization or product endorsements, is the excellent quality of photos and videos. This makes the creative entrepreneurial sector engaged in photography and videography services flourish. Thus, Human Resources (HR) is the main resource in this business sector. It will not be possible for a business to progress without skilled personnel, especially human resources who are able to master technology quickly, adaptively, and responsively to changes that occur exponentially from the progress of the times.

Unfortunately, within 10 years since its establishment, Overloops Photography as one of the creative entrepreneurs in the field of photography and videography experienced instability in the composition of employees. Within a period of one year, it is almost certain that employees will experience disassembly or changes in formation because someone has resigned.

On the other hand, the Covid-19 pandemic since two years ago has indeed brought about a change in the perspective and treatment of business segmentation, which certainly greatly affects the planning and development then also improvement of human resources involved in business units. How the development of Overloops Photography's entrepreneurial development strategy over the last ten years until it emerged from the pandemic is an interesting thing to explore and analyze.

### *Research Focus*

Based on the above background, the focus of this research is to find out how the management strategy of human resource development as an effort to increase Overloops Photography creative entrepreneurs, especially to rise after the Covid-19 pandemic.

### *Problem Formulation*

The problems to be explored and analyzed in this study based on the focus of the research above, among others, are to answer the following questions: 1) What is the role of management in the development of creative entrepreneurs; 2)

What is the strategy for developing human resources in the creative entrepreneur of Overloops Photography; and 3) How has Overloops Photography emerged from the pandemic era and increased its capacity?

#### *Research Objectives*

This study aims to find out the answers to the problems that are the focus of the research. The things they want to know are as follows: 1) The role of management in the development of creative entrepreneurship; 2) Strategies for developing human resources for creative entrepreneurs Overloops Photography; 3) Overloops Photography strategy to rise from the pandemic era and increase its capacity

#### *Benefits of research*

The benefits expected from this research are as follows: 1) Theoretical Benefits: It is hoped that it can add insight, new perspectives, and knowledge in building creative entrepreneurs, especially in the fields of photography and videography; 2) Benefits for Writers: Gaining experience in a favorite business field; 3) Contribution to science: Contributing knowledge that is innovative and creative in the establishment of entrepreneurs to planning and developing human resources; 4) Contribution to Overloops Photography: Providing advice in the field of human resource development management to increase creative entrepreneurship run by Overloops Photography.

## THEORETICAL REVIEW

### *Creative Entrepreneur*

Changes in the world economy that are moving globally or without any more restrictions make every individual able to penetrate foreign markets even without having a large company. This can be done in the name of creativity.

According to the President Jokowi's speech at the 2015 National Creative Gathering, the contribution of the creative economy to the national economy is increasingly real and experiences a significant growth rate every year. The growth of the creative economy sector is around 5.76%.

No wonder the President expressed optimism that the creative economy sector will become a pillar of the economy in the future. This belief prompted the President to form the Creative Economy Agency (**Bekraf**) which is expected to function as an accelerator of Indonesia's creative economy growth.

According to Burgess (1993), entrepreneurship is the management, organization, and risk management in creating new business and business opportunities. Meanwhile, according to J.B Say (1803), entrepreneurship is the activity of managing the resources owned economically (effectively and efficiently) from low to high productivity levels.

An entrepreneur is a person who carries out entrepreneurial activities characterized by being smart or talented in recognizing new products, determining new production methods, compiling operations management for procuring new products, marketing them, and managing operating capital.

An entrepreneur according to Soetjipto (2005) must have several characters including: 1) Desire for access to all company resources; 2) Oriented to the achievement of company goals; 3) Have high work motivation; 4) Responsive to the award or remuneration provided; 5) Thinking far ahead; 6) Work in a planned, structured, and systematic way; 7) Willing to go the extra mile; 8) Have the ability to complete the work; 8) Have high self-confidence; 9) Have the courage to take risks; 10) Has the ability to sell his ideas to other parties; 11) Have high business intuition; 12) Sensitive to situations and conditions both inside and outside the company; 13) Have the ability to establish working relationships with all interested parties; and 14) Meticulous, patient, and quite compromising.

In the development process, a field of entrepreneurship is often projected by the entrepreneur to be run on auto-pilot for classic reasons of business diversification and or other reasons. This leadership process is more inclined to the delegation of tasks to a leader to provide direction, encouragement, and enthusiasm for his team to work.

Based on the Global Leadership Center's discussion in one of its website articles, to make a business run on auto-pilot, the following strategies are needed: 1) Establishing a clear and targeted organizational structure; 2) Recruitment with the right selection and placement process according to expertise; 3) Making a letter of agreement (contract) work; 4) Clear work rituals and socialization of company culture; 5) the existence of training programs: training, coaching, and mentoring; 6) Performance evaluation according to the applicable SOP.

According to Undang-undang No. 5 of 1984 concerning industry as the definition of traditional industry, industry is an economic activity that processes raw materials, raw materials, semi-finished goods and or finished goods into goods with a higher value for their use, including design and engineering activities. industry.

Meanwhile, according to the Indonesian Ministry of Trade, the creative industry is an industry that utilizes individual creativity, skills, and talents to create prosperity and employment opportunities by generating and exploiting the individual's creative and creative power. The creative industries are: fashion, architecture, design, performing arts, **film, animation, photo and video**, craft (crafts), culinary, music, publishing, fine arts, advertising, television and radio, software and games, research and development (research & development), and interactive games.

#### *Human Resource Planning and Development*

Werther and Davis (1989) suggested that human resource planning is a systematic planning of the estimated needs and procurement of employees.

According to Schuler et.al (1992) HR planning has two important relationships with the organization's internal environment, namely the relationship with organizational strategy and organizational culture.

In other words, HR planning can be interpreted as a process of determining the need for human resources as a workforce based on forecasting the development, implementation, and control of these needs which is integrated

with organizational planning in order to create the number of employees, appropriate employee placement and economically beneficial.

Factors that influence planning include internal factors (in the form of strategic plans, budgets, product and sales estimates, expansion of new businesses or activities, and organizational design or work assignments) and external factors (such as economic situation, socio-cultural, political, regulatory legislation, technology, and the presence of competitors).

The appropriate HR planning steps according to Jackson & Schuler (1990) include: (i) Collection or inventory to data analysis to forecast or predict (forecast) the expected demand and supply of human resources for future business planning as part of the preparation task. ; (ii) Develop human resource planning objectives; (iii) Designing and implementing programs that can facilitate the organization to achieve the objectives of human resource planning, such as recruitment, training, promotion, and others (Rothwell, 1995) which are more of a development function. That is why planning and development are inseparable; (iv) Supervise and evaluate ongoing programs, for example providing feedback.

According to Singodimedjo (2000), recruitment is a process of finding, procuring, finding, and attracting applicants to be employed in an organization. The HR recruitment process should not be neglected to ensure that there is no mismatch between what is desired and what is obtained. That is, the organization does not get the right employees, in terms of both quality and quantity, causing failure to achieve goals later.

The process of finding and attracting prospective workers can be done by searching from within, namely: 1) through recommendations old employees, especially if the organizational culture is familial, 2) re-selection from the archives of previous applicants, or 3) publicly announced within the company.

If this cannot be fulfilled, the organization can also seek from outside by: 1) placing advertisements for vacancies, 2) utilizing the services of the labor service such as the Job Training Center for professional workers and having a range of demand for skill levels from unskilled to highly skilled, 3) take advantage of the services of job seekers/distributors, especially for companies that work in heavy industry outside the island, 4) open recruitment on campus when looking for new graduates from campus, 5) recruitment through professional organizations, such as the Indonesian Human Resources Management Association, the Secretary's Association Indonesia, the Indonesian Engineers Association, or the Indonesian Young Entrepreneurs Association to seek partners.

After the candidate is obtained, the next process is to select the candidate through a series of knowledge tests required by the organization, both in writing and interviews, until psychological tests and medical tests are carried out. From the whole process, the decision is given after going through a meeting or discussion with other related parties in the organization to get a candidate who fits the required criteria.

If the workforce has been recruited and he feels that he does not fit in an organization that recruits him, he will consider resigning or resigning as a way to leave. Meanwhile, if a worker is considered ultimately unable to adjust to the

organization's performance, the organization can terminate the work relationship according to mutual agreement.

According to Holtom (2004), resignation events are often influenced by personal problems such as incompatibility with co-workers, job offers elsewhere, illness, continuing school, entrepreneurship, and others. In addition, the influence of financial consequences such as compensation, bonuses, incentives, and financial benefits is also significant on employee resignation decisions (Meyer, et al 2002; Power and Meyer, 2004).

Human resource planning can be used as an indicator of the suitability of supply and demand for a number of people in the organization with the appropriate skills; Human resource planning is also useful as an organization's early warning on the implications of business strategy for human resource development by conducting an audit of HR.

Evaluation or auditing is an intensive process of investigating, analyzing, and comparing existing information with applicable standard norms. HR auditing includes normal and systematic tracking of the effectiveness of staffing programs, job analysis programs, employee withdrawals, testing, training, and management development, promotions, transfers, employee estimates, employment relations, employee services, wages, wage administration, and employee research.

In auditing human resources, it is necessary to pay attention to aspects of the quality of the workforce that can be improved through training, education, experience, and development; quality determination; list of abilities (skills); work turnover due to retirement, leave, resignation, absence, permit, and death; internal changes such as promotions, demotions (demotions), and job transfers.

Singodimedjo (2000) suggests that human resource development is the process of preparing individuals to assume different or higher responsibilities within the organization, usually related to increasing intellectual ability to carry out a better job. Husnan (1990) suggests that human resource development is a long-term educational process that uses systematic and organized procedures, so that managerial workers learn conceptual and theoretical knowledge for general purposes.

The development function, which is one of the operative functions of human resource management, is an effort to improve human productive capacity to be more competitive and superior. This can be done through a clear career path development (career path development), the implementation of education and training (training and educating) to further enhance the mastery of insights, concepts, and technical skills. Thus, the employees/employees will be better prepared in carrying out their work, facing various challenges, and adapting to the demands of changing global environments, whether caused by new assignments, rapid technological developments, increasing managerial work tasks that are increasingly complex, information explosion that encourages the birth of new employees. e-communication and virtual communication, new business strategies, and other things that have emerged along with global developments.

There are 3 (three) main functions of human resource development, namely, (1) education and training, (2) organizational development, (3) career development. The development function is an effort to improve human productive capacity to be more competitive and superior and can be done through education and training which are the specifics of the discussion in this research. Education to further improve the mastery of insight, concepts and knowledge. Training to improve the ability of technical skills in carrying out the work. The HR development process is the starting point where the organization wants to improve the skills, knowledge, and abilities of individuals according to current and future needs.

The initiative to develop creative industries in Indonesia initiated by the Ministry of Trade of the Republic of Indonesia (2009) has so far identified several main problems that need to be resolved on the agenda, namely: (i) Lack of number and quality of creative human resources, so education and training institutions must be developed. which can give birth to creative industry players; (ii) Weak development of a conducive climate for starting and running new creative industry businesses which include administrative systems, policies and regulations as well as infrastructure that is expected to be conducive to the development of creative industries; (iii) Low appreciation for creative industry players, both financially and non-financially; (iv) The slow pace of efforts to accelerate the growth of information and communication technology related to the development of market access and creative industry innovation.

The targets and objectives of HR development are as follows: 1) Increase work productivity through training and/or education so as to improve work performance in the current position. If the level of performance increases/increases, it will result in an increase in productivity and an increase in profits for the organization or company; 2) Improving the quality of work, both quality and quantity. A knowledgeable workforce will obviously be better off and will make fewer mistakes in the organization; 3) Increase accuracy in HR planning in the sense that if in the future there are vacancies, they will be easily filled by personnel from within the company itself; 4) Improve work morale due to improved work climate; 5) Maintain health and safety by avoiding the possibility of accidents due to work. In addition, the work environment will be safer and more peaceful; 6) Supporting personal growth in strengthening the areas of personality, intellectuality, and skills. Thus, it is hoped that self-confidence to work will increase.

The stages that must be passed so that training and development can become an important investment process to improve human productive capacity so that competitive strengths can be realized, among others are: 1) Identifying training and development needs; 2) setting goals and objectives; 3) determine the criteria for success with the measuring instrument; 3) set method; 4) conduct trials and revisions, and 5) implement and evaluate.

According to As'ad (2001) training involves planned efforts that are carried out in order to achieve mastery of skills, knowledge, and attitudes that are relevant to work. Training can be done by means of a work method or it can also be called an apprenticeship which allows the participants to be directly

involved in a job. Through a mentoring process and routinely planned guidance to employees by superiors or other qualified parties, it is also a way of training that requires employees to be directly involved with work and problems that are difficult for them. Classical training methods can be taken by way of lectures or conferences. Training with fictitious cases or problems can be carried out by case studies, role playing, simulations, and demonstrations.

#### *The Role of Human Resource Management in Creative Entrepreneurship Development*

Nowadays, the word management is not a foreign thing. All things are often associated with the word management for more orderly ones. Starting from time management, self-management, education management, financial management, human resource management, and other management derivatives that make management's role in all lines of life very important.

According to Malayu S.P Hasibuan (1996), management comes from the word "to manage". Thus, the elements of the activities involved are related to the arrangement and management of an object by a subject. This is according to several experts, one of which is Terry's GR can be reached through the process of planning, organizing, leadership (Actuating, Directing), and controlling in order to achieve the goals that have been set by mobilizing resources as organizational power.

According to Henry Fayol, a French industrialist, at the beginning of the 20th century stated that the role or usefulness of management is closely related to the general principles of management. Meanwhile, according to Anton Athoillah (2010) the practical roles of management include: 1) giving enthusiasm to always work as best as possible and not delaying work (discipline); 2) can develop performance and creativity that can provide the best usability and results for the company; 3) give full focus and concentration on the results achieved; 4) use time as best and wisely as possible for the betterment of the company; 5) enable a quick and appropriate response to all circumstances that may threaten the stability of the organization or company; 6) adept management actors to develop flexible and adaptive action plans to developing situations and conditions.

In the creative entrepreneurship that has been described in the previous sub-chapter, the six practical roles of management above are certainly very relevant. Understanding entrepreneurship according to Burgess as explained in the point Understanding Creative Entrepreneurship includes the notion of management. So basically, all forms of business inevitably involve management in it or in other words a business without management is an impossibility considering its very significant role.

The strategy for developing human resources for creative entrepreneurs in Indonesia can be implemented by: 1) increasing the quality and quantity of creative educational institutions and 2) increasing the capacity of creative workers.

The increase in the quality and quantity of creative educational institutions is marked by the increase in the number of creative educational



institutions, the increasing quality of creative education institutions and the increasing number of graduates from creative educational institutions who are absorbed in the world of work. The increase in the capacity of creative workers is marked by the increase in creative workers who have globally recognized certifications as well as the existence of a labor protection system for workers in the creative industry sector.

## METHODOLOGY

This study uses a qualitative approach using qualitative data. The research was conducted online between Bandung as the researcher's residence and Wirokerten Village, Banguntapan District, Bantul Regency, Yogyakarta Special Region as the residence for the owners and employees of Overloops Photography. The research was conducted in July – August 2021.

The data collection technique was carried out by observing directly via Zoom Meeting on the research location. The researchers had visited the research location directly before the pandemic, which was the end of 2019. The aim was to find out firsthand about various things related to the situation and condition of the research location.

Data collection techniques in the form of in-depth interviews (in-depth interviews) in this study were conducted on informants or parties related to research based on interview guidelines that had been prepared. These related parties are the founder (Kharisma Cendhika Putra) and manager (Ferita Rahayuningsih) Overloops Photography. Only two in-depth interviews were conducted because they were seen as the people who understood the situation of Overloops Photography and its development from the very beginning.

In this study a questionnaire was used to collect data from 5 (five) Overloops employees who refused to publish their names. They are employee A as team leader and four other employees (A, B, C, and D) as team members. The aspects that were asked revolved around points for a SWOT analysis related to HR based on the indicator guide from the SWOT Balanced Scorecard. To this aspect, open questions about the assessment indicators are given. The distribution of the questionnaires was carried out via email for each employee and was closed in the sense that each other did not know the answers given. The data analysis technique in this study used descriptive qualitative analysis and SWOT analysis. The steps are data reduction, data presentation with charts and text, then drawing conclusions. SWOT analysis was carried out using a qualitative approach popularized by Kearns (1992).

There are four quadrants in the SWOT matrix where each quadrant has its own strategy as follows: a) Comparative Advantages: SO (strengths-opportunities) strategy in Quadrant I; b) Mobilization: ST strategy (strengths-threats) in Quadrant II; c) Divestment or Investment: WO (weaknesses-opportunities) strategy in Quadrant III; and d) Damage Control: WT (weaknesses-threats) strategy in Quadrant IV.

## **RESULTS**

Photography is a passionate thing that Kharisma Cendhika Putra, the founder and owner of Overloops, which he initiated in 2012. Overloops, which is located on the outskirts of Yogyakarta and has easy access from Giwangan terminal, means “exceeding expectations” because loops itself means continuous and unlimited. Giving a name is also interpreted as a change in function from just a hobby to become more professional and can covering many people under it. Because in the previous year, Kharisma Cendhika Putra had branded himself as a freelancer under the name Cendhika Photoworks and had a loaned DSLR camera as capital.

Overloops is not an ordinary photo studio. The office, which measures 4x5 meters and blends in with the owner's house, looks very comfortable. The office in question is in the form of a table and eight pairs “boss” chair with a U arrangement. Do not forget that every table is equipped with the latest multimedia devices that have been provided by Kharisma. Work tools are used Monday - Friday starting at 09.00 a.m until 04.00 p.m.

Starting in 2015, Overloops was run by inviting friends, photographers or other freelancers to join when there was a project because they didn't have the courage to recruit employees. Unfortunately, with the same expert position and different tastes, the creation of the work will not be optimal. So an agreement to help each other in certain projects and profit sharing methods is the best thing that can be done at that time.

The current vision and mission of Overloops Photography are as follows: Vision: To become a global scale creative agency for various groups and with integrity then the missions are: a) To provide high standard services to clients by adhering to satisfaction, innovation efforts, and portfolio quality improvement (marketing & active income); b) Produce photo and video stock products as a means of learning and experimenting on innovations that generate (passive income); c) Organizing activities to improve the quality of skills and knowledge internally and then sharing them to the general public as a means of applying skills; d) Creating a field and work environment that is modern, fun, and applies Islamic principles.

After he had enough money, the first developed resource is physical assets. Purchase of supporting tools such as portable mini studios, lenses, additional cameras, and so on. Recruitment of employees began to be carried out as an effort to develop human resources even though they were only able to employ one person. At that time, Overloops put more emphasis on marketing. Kharisma believes that a business will not grow if it only relies on works without promotion. Good work will not be famous without a massive offer.

The expansion of the marketing field is carried out by recruiting these employees who focus on offering services to prospective clients with photo shoot service product package brochures and prices, the development of the overloops.com website, and making T-shirts with camera designs with the Tee Shot brand done for additional capital. So, at that time, it can be concluded that the focus of Overloops development is more on the development of existence. Even anyone who can bring in clients (outside employees) will get a fee of 20%.

This job creation effort by Overloops actually answers the problem of creative entrepreneurship from the Ministry of Trade of the Republic of Indonesia which has been revealed in a literature review related to the point "The lack of number and quality of creative human resources so that educational and training institutions must be developed that can give birth to creative industry players."

Efforts to find clients are carried out by making products, both photos and videos for his colleagues, including the community he follows.

From making videos or "free" photos is what finally got him clients such as **Orbea, Jabalo, Turgo, Kapolda Cup, Imduro, and Polygon**. Feeling bad management by considering: 1) without binding rules; 2) operational costs such as electricity needs as well as equipment maintenance and upgrades are charged to Kharisma using personal money; 3) employees resign together because they have started a similar business, then Overloops changed significantly in 2017.

The inclusion of Ferita Rahayuningsih as his wife who in the end also doubled as Overloops manager gave a pretty big change, especially in financial management, administration, and order. In other words, the change in Overloops Human Resources development management gives a lot of meaning or plays a very important role in determining the direction of Overloops Photography's creative entrepreneurial development.

In the next development, as Overloops moved to corporate, he had Bank Indonesia, Financial Services Authority, Taruna Nusantara High School Magelang, Gajah Mada University, and so on. In the international world, because of his participation in the International **Top Coder** competition, he is often asked to come abroad to make coverage videos and profile videos. Overloops had also Modeva, Solu, and so on.

Basically, Kharisma Cendhika Putra is a design worker in a multinational company. The job, for him, is the main job. Thus, the business in the photo and video sector that he initiated is more about channeling his passion as well as social work for him.

Overloops were just released by him with a full and familial belief system. At that time, Kharisma thought positively and wanted to let Overloops run on auto-pilot. With full confidence and a relaxed policy, employees also get an opportunity to start their own business by taking over clients during price negotiations and using Overloops business tools to take personal benefits that clearly harm Kharisma, especially in material terms.

Believing that all businesses have their own fields, fields or clients that have been "snatched" by former employees in the past is a common thing. Overloops changed its business strategy from conventional photography to futuristic by making product photos and selling them on online portals such as Shutterstock. The next strategy is to increase the Search Engine Optimization (SEO) of the Overloops website by increasing the number of uploads of works that are integrated with the Overloops Youtube account. Besides being able to include passive income later, this is also a means of promotion as well under the pretext of "let the work do the talking." From website, Overloops had Unilever, GE Nose, Sleei, and so on for its clients

In the new management, employees are also given a minimum of one year of service with a contract system and the capacity is fulfilled according to the tasks needed to support performance but adjust the capacity of the room.

Planning and development efforts, especially in the field of HR, which are carried out as an effort from human resource management include: a) Dissemination of recruitment information, through open distribution of eFlyers through social media, notification to people closest to their circle of friends, and notification to the alma mater campus. . The needs that were deemed crucial at that time were editors, photographers, and content managers (social media admins); b) Determination of basic criteria in addition to special skills requirements according to the position being recruited, namely having a good attitude, preferably fresh graduates that are in accordance with competence, a portfolio that is in accordance with the Overloops character, unmarried status within the contract period of 1 year first, and not “social media sissies” to reduce distractions at work; c) Selection of incoming files in accordance with general skills administrative requirements; d) Interviews with prospective employees who meet administrative requirements; e) Internship for a minimum of three months.

Over time, Overloops has changed the composition of employees several times because the average employee who works makes Overloops only as a stepping stone. They leave for various reasons, such as setting up their own business, wanting to become a civil servant, getting married, going back to school, and so on for personal reasons. This is still understandable and permissible if it is returned to the theoretical study revealed by Holtom (2004). In the last five years, the formation of Overloops employees is as follows:

Table 1. The Formation of Overloops Employees

2016 - 2017	Last 2017	Early 2018	2018 - 2019	Early 2019	2019 - 2020	2020 - 2021	2021 - ...
RZ	FS	FS	FS	FS	FS	FS	FS
RJ	NN	NN	NN	NN	NN	AI	AI
AN	RC	GE	US	US	US	BM	BM
	TH*	MN*	AY	AY	AY	AY	RF
			HS	HS	HS	PG	RK
			HB		AD	KH	
					IR	RM	
						T*	

From the data above, we can see that the longest surviving Overloops employee has the initials FS and currently acts as a team leader and can be said to be Kharisma's confidant in the management of Overloops Photography.

For work supporting, Overloops' tools include editing computers: (i) Xenom i7 Laptop, MacBook Pro, Dell; (ii) iMacs; (iv) Intel i7; and photography – videography tools as follows:

Table 2. Editing Computers

CAMERA	LENSES	LIGHTING	SOUND
<b>Main Camera</b> <ul style="list-style-type: none"> <li>Canon 5D Mark II</li> <li>Canon 7D</li> <li>Sony A7S</li> <li>Sony A7II</li> <li>Sony A7III</li> <li>Sony A7RIII</li> <li>Sony RX100V</li> </ul>	<b>Canon EF Mount Lenses</b> <ul style="list-style-type: none"> <li>EF 14mm f/2,8 (MF)</li> <li>Canon EF 16-35mm f/2,8L</li> <li>Canon EF 17-40mm f/2,8L</li> <li>Canon EF 24-70mm f/2,8L</li> <li>Canon EF 50mm f/1,4</li> <li>Canon EF 100mm f/2,8L</li> <li>Canon EF 135mm f/2,0L</li> <li>Sigma 150-600mm f/5-5,6 C + 1,5 Extender</li> </ul>	<b>Photo Lighting</b> <ul style="list-style-type: none"> <li>Canon Speedlite 580EXII</li> <li>YoungNuo YN 568II</li> <li>Godox V850II</li> <li>Godox V860II</li> <li>Godox Wistro AD200</li> <li>Godox Wistro AD360II</li> <li>Godox XIT &amp; XIR</li> <li>Godox XPro</li> </ul>	<b>Handy Recorder</b> <ul style="list-style-type: none"> <li>Hammer &amp; Anvil Micro Mixer</li> <li>Zoom H1</li> <li>Zoom H4N</li> </ul>
<b>Secondary Camera</b> <ul style="list-style-type: none"> <li>DJI Osmo</li> <li>DJI Osmo</li> <li>GoPro Hero 3</li> <li>DJI Phantom 3 Pro</li> <li>DJI Mavic Pro</li> <li>DJI Mavic Air</li> </ul>	<b>Secondary Camera</b> <ul style="list-style-type: none"> <li>Samyang 14mm f/2,8L ED AS IF UMC</li> <li>Tamron 28-75mm f/2,8 ZA</li> <li>Sony FE 35mm f/2,8 ZA</li> <li>Sony FE 50mm f/1,8</li> <li>Sony FE 85mm f/1,8</li> </ul>	<b>Video Lighting</b> <ul style="list-style-type: none"> <li>YN 800II (3)</li> <li>YN 600</li> <li>Aputure Amaran LED</li> <li>Aputure Amaran AL-MX</li> <li>Aputure Amaran AL-M9</li> </ul>	<b>Handy Recorder</b> <ul style="list-style-type: none"> <li>Rode Video Micro</li> <li>Rode Video Mic Pro</li> <li>Rode Wireless Filmmaker Kit</li> <li>Rhino Shotgun Microphone</li> <li>ATH Clip On Microphone</li> <li>Behringer C-1U</li> <li>Bose QCII</li> </ul>
<b>Support</b> <ul style="list-style-type: none"> <li>Carbon Tripod (Fotopro X4-CN)</li> <li>Alumunium Tripod (Alta Pro 263AT)</li> <li>Slider</li> <li>Monopod</li> <li>Zhiyun Crane V2 + Dual Hand Grip</li> <li>Rhino ROV Electric Slider</li> <li>Syrp Genie</li> </ul>	<b>Filters</b> <ul style="list-style-type: none"> <li>77mm UV Filter</li> <li>77mm ND 64 Filter</li> <li>77mm CPL Filter</li> </ul>		

In its development to penetrate 3D animation video, Overloops adding employees who are experts in this field. Meanwhile, to help his main job as a UI/UX designer, Kharisma also recruits employees who are proficient in this field.

As a photography and videography business that has many competitors with competitive prices in a creative city like Yogyakarta, Overloops has also diversified its tools for developing non-human resources. Photography and editing tools as mentioned above are still among the best in the city of Yogyakarta. Thus, indirectly the role of tool resource development management also determines Overloops Photography's competitive position.

Based on interviews and filling out questionnaires' results, it can be concluded that the most prominent internal and external factors to be analyzed using a SWOT analysis knife through a qualitative approach.

#### *Internal Factors (controllable)*

a. Strength: Ability to do multitasking so it can create a one stop service; Expertise as a client consultant; Entrepreneurial spirit and owner's expertise in the field of photography and video; Employee skills that are not uniform so that they support and strengthen each other; Owner has high initiative

b. Weaknesses: Lack of human resources, owner is also an employee in another company; Weak marketing skills; Incompatibility of division of labor with

passion; Lack of focus because they often take on many projects at one time; Less active English skills

*External Factors (uncontrollable)*

a. Opportunity: Visual consulting services are not widely available in Indonesia; The foreign market is wide open with the owner's frequent activities with foreign people/clients; The visual field will be in vogue forever; Skilled employees in the field of drones and 3D animation, which are trending; Promotion via social media can be more massive in this era

b. Threats: Skills that are out of date when compared to the development of the international photo and video world; Expensive tools and quickly out of date; Employee turnover is fast making it impossible to auto pilot in the near future; Employees observe, imitate, and modify the system and make counters; The pandemic reduces creative jobs.

## DISCUSSION

Based on the result above, the SWOT analysis can be done as well as the data provided below.

Table 3. Data Provided

<div> <div>INTERN</div> <div>EXTERN</div> </div>	<b>Strength</b> <ul style="list-style-type: none"> <li>• Able to work multitask so as to create a one stop service</li> <li>• Expertise as a client consultant</li> <li>• Entrepreneurial spirit and owner's expertise in this field</li> <li>• Differ employee skills so that they support and strengthen each other</li> <li>• Owner has high initiative</li> </ul>	<b>Weakness</b> <ul style="list-style-type: none"> <li>• Lack of human resources, owner is also an employee in another company</li> <li>• Weak marketing skills, lack of confidence</li> <li>• Incompatibility of division of labor with passion</li> <li>• Lack of focus due to many projects at one time</li> <li>• Poor English skills</li> </ul>
	<b>SO</b> <ul style="list-style-type: none"> <li>• Overloops stabilization in the field of visual consulting services</li> <li>• Looking for gaps in foreign market acquisition</li> <li>• Improve website SEO and write articles related to photography and videography to make it easier to search via browser engines.</li> </ul>	<b>WO</b> <ul style="list-style-type: none"> <li>• Recruiting more employees with additional required skills</li> <li>• Recruiting permanent employees as leaders</li> <li>• Opening structured apprenticeship</li> <li>• Train the remaining employees in passive and active English and public speaking</li> <li>• Promote and learn to focus on 1 field or per project according to the vision and mission</li> <li>• Trying to give assignments according to passion ending with regular evaluations</li> <li>• Discipline (applying time management)</li> <li>• Increase social media engagement</li> </ul>
	<b>ST</b> <ul style="list-style-type: none"> <li>• Binding contract</li> <li>• Owner conducts mentoring via premiere of works or one and one meeting</li> <li>• Make outings or in-depth discussions so that employees know each other and feel they have Overloops</li> <li>• Must have specialties and kitchen secrets so they are not easy to copy</li> </ul>	<b>WT</b> <ul style="list-style-type: none"> <li>• Carry out various trainings</li> <li>• Opening an internship</li> <li>• Sell old tools and buy new tools</li> <li>• Challenge employees to "battle works"</li> <li>• Uphold a professional family culture</li> <li>• Selling works via online such as Shutter Stock.</li> </ul>

In Overloops Photography, a development strategy has actually been carried out in accordance with the divestment strategy (quadrant III) with a combination of mobilization (quadrant II) according to Kearns (1992) through business diversification and tools as described previously.

Meanwhile, according to the results of the SWOT presentation based on the analysis of external and internal factors, various strategies are presented to be implemented. However, judging from the potential strengths and weaknesses as well as the opportunities and threats that exist, Overloops creative entrepreneurs are in quadrant III which requires a turnaround strategy.

This strategy means giving up old business opportunities and stabilizing it first before making aggressive efforts such as expansion or choosing diversification. This is in accordance with what Overloops Photography did by carrying out the recruitment process as a resolution in HR planning that was previously family-friendly. Furthermore, Overloops has also turned to a futuristic photo business through selling stock photos via online portals instead of taking

traditional photos like other photo studios. The shift of employees to help Kharisma's performance in the design field is also a turnaround from moving forward to fight for the conventional photo and video business, which has mushroomed and is very competitive.

If it is seen from the desire of Kharisma which states that the number of employees is not a development target, but: 1) create a new office separate from the house with a plan to add 15 - 20 employees with an estimated 30% of employees staying (to become permanent employees); 2) change insights to UI/UX designers; 3) looking for a qualified leader so that he can auto-pilot is very much in line with the divestment or turn-around strategy that must be taken.

For Kharisma, Overloops is not a priority, considering that he is a permanent employee in a multinational company. However, if Overloops were given more attention, then the scale-up of development according to the vision and mission would be easier to achieve.

It is undeniable that Kharisma's work abroad also gave Overloops more meaning. For employees, if there is no work at Overloops, they will be able to become an extension of Kharisma to carry out their duties in the office. The salary he receives from the office can also be used to pay employees if an unpleasant incident such as Overloops does not get a project to occur.

Overloops does not target revenue in its development strategy. So, without targeted income, what's the use of Overloops for Kharisma? As explained earlier, for Kharisma, Overloops is an opening tool employment, being able to have employees as extended families, channeling hobbies, and being able to teach knowledge to employees. For him, creative business scale-up has no standard, no scale.

The principle is, to spread wings through collaboration and prioritize comfortable facilities for employees, it really supports the entrepreneurial vision he founded to develop into a global consultant for large companies in the fields of branding, photos, videos, and other visual matters. This desire clearly exceeds the role of a conventional photo and video business which is usually only a mere executor. The hope is that Overloops can contract with large companies at the company and corporate level and of course have a legal entity.

Internship for a minimum of three months as an effort to increase the workforce and realize the desire that Overloops is a place for learning or training.

Of course, this is in line with the expectations of the Ministry of Trade of the Republic of Indonesia to create solutions for developing creative entrepreneurs in Indonesia in general, and for Overloops itself.

#### *Overloops Strategy to Rise after the Pandemic Era*

The pandemic that has lasted for the last two years, has often made Overloops not get projects. However, once you get a project the value can be in the tens to hundreds of millions which is ultimately saved for employee salaries and equipment maintenance. Practically during the Covid-19 pandemic, domestic clients fell by 60-80% but overseas clients increased by around 50%.

In order not to cut off the working relationship from Overloops, Overloops continues to diversify its business. This is done because it is no longer possible to



take photos or videos with clients for reasons of enforcing occupational health and safety protocols. More employees were laid off because of it. Although the effect is to put the brakes on spending so that there are no additional tools and to put priority on employee payroll, Overloops must continue to run with the existing stock of business savings. Employee outings as a means of refreshing must also be abolished so that finances can be focused on salaries.

Until now, the thing Overloops' grateful for is that there are still vlog editing jobs from overseas content creator, requests for making animated videos, making interactive videos, and so on. Overseas clients are a good market share because Kharisma Cendhika Putra is an overseas worker.

Facing the era of post-pandemic renaissance as it is today, Overloops in addition to making stock photos and videos for sale on paid photo sites and editing videos from foreign content creator. Kharisma also often conducts webinars to share material at several universities or just live on podcasts to interview inspiring colleagues in order to engage costumers also.

## CONCLUSIONS AND RECOMMENDATIONS

### *Conclusions*

Management in the development of creative entrepreneurship has proven to be very important. Human resource development management which was well managed by Overloops Photography after the entry of managers who improved the planning system from recruitment to internships, all of which used a contract agreement system to deal with employee resignations together, made the pace of Overloops business increase quite rapidly. The expansion of market share to overseas proves that Overloops is able to compete in the global arena according to its vision.

Overloops Photography HR development strategy obtained from the SWOT analysis is divestment or turn-around. This strategy is embodied by Overloops by handing over business opportunities in the field of conventional photography and videography to competitors and turning into visual consultants and focusing on clients from other entrepreneurs or corporations. As an internal development effort, Overloops routinely conducts sharing sessions, mentoring, motivating, and battle works.

In an effort to recover from the pandemic over the past two years, Overloops has diversified its business as a video content creator, monetized Youtube channels and websites, engage old costumers, and increased stock photo sales through online sales portals such as Shutterstock. This is done while still prioritizing the client if there is a request for making photo and video products that are carried out on a limited basis according to health protocols.

### *Recommendations*

For the turn-around strategy, the thing that Overloops management should do is to stabilize internally according to the vision so that it can become a visual consulting bureau before undertaking aggressive efforts such as expansion or choosing to diversify. Internal stabilization can be done by:

- 1) In the field of planning, the rapid turn-over of employees should be minimized by looking for at least employees who can work for a minimum period of 5 years so that there is a sense of ownership and development of the company in the medium term so that it is actually realized with details: a) Recruiting employees with expertise that additional required, namely English; b) Recruiting permanent employees as leaders if the business will run on auto-pilot; c) Train employees who are still living in passive and active English and public speaking.
- 2) In the field of development, things that can be done other than those already running, include; a) Conduct creative promotions (marketing) and focus on one area or per project according to the vision and mission; b) Trying to provide jobs that match your interests and talents ending with regular evaluations; c) Emphasizing that employees are executors, not art directors, so that the sense of art is not trained or is unique to entrepreneurial owners.
- 3) Even though the founder applies the Laissez Faire leadership style, he should still uphold a professional family culture, intimacy, effective communication so that work harmonization can be created between one employee and another.

#### **FURTHER STUDY**

Suggestions for further researchers, to complete and perfect this research, it is necessary to analyze the leadership style used by Overloops Photography, financial management, and follow-up of the business improvement that Overloops is doing in the next five years.

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