



ANALYSIS OF STRATEGIC HUMAN CAPITAL PLANNING IN SUPPORTING ORGANIZATIONAL EFFECTIVENESS AND BUSINESS DEVELOPMENT AT PT FITA AUTO NUSANTARA (PARTGENIE)

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Abstract: This study aims to analyze the strategic human capital planning of PT FITA Auto Nusantara through the PartGenie platform in supporting organizational effectiveness and business development. The study is motivated by the need for an automotive e-commerce company to align its business strategy, organizational structure, workforce competencies, work systems, organizational culture, and governance mechanisms to ensure product authenticity, inventory accuracy, service responsiveness, operational reliability, and readiness for expansion. This study applies a descriptive qualitative approach with a document-based case study design. The primary data were obtained from the PartGenie Business Plan, particularly the Human Capital Plan, and were supported by relevant sections on strategy, operations, marketing, finance, and risk management. Data analysis was conducted through data reduction, thematic classification, alignment analysis, literature comparison, and gap analysis. The findings show that PartGenie's human capital design includes a phased organizational structure, competency- and T.R.U.S.T.-based recruitment, technical and nontechnical training, career development, a leadership pipeline, a Human Resource Information System (HRIS), Key Performance Indicators (KPIs), and performance-based compensation. These components have the potential to strengthen role clarity, cross-functional coordination, employee productivity, service quality, technological adaptability, and business growth readiness. However, the effectiveness of the proposed design still depends on workload validation, integration across HRIS, ERP, WMS, CRM, and LMS, objective and auditable KPIs, adequate customer service capacity, training-impact evaluation, and stronger governance mechanisms. Therefore, implementation should be carried out gradually and linked to measurable operational and business outcomes.

Keywords: Strategic Human Capital; Organizational Effectiveness; Business Development; Automotive E-Commerce; Governance

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INTRODUCTION

The automotive spare parts industry is undergoing an increasingly significant transformation alongside the digitalization of product searches, transactions, inventory management, payments, and delivery processes. In a platform-based business model, technological superiority alone is insufficient if the organization does not have human

resources capable of operating its systems, maintaining inventory accuracy, ensuring product authenticity, responding to customer needs, and building strong relationships with business partners. Therefore, human capital needs to be positioned as a strategic asset that connects business direction with organizational execution capabilities.

PT FITA Auto Nusantara is designed as a wholesale and retail automotive spare parts company operating through the PartGenie digital platform. The platform offers a value proposition centered on original multi-brand spare parts, partnerships with Authorized Brand Holders (Agen Pemegang Merek or APM), spare-part code verification features, inventory availability information, shipment tracking, and responsive customer service. As its brand identity, PartGenie has a logo that represents a modern, dynamic, and trustworthy character within the digital automotive spare parts industry. The use of red and blue in the logo reflects enthusiasm, professionalism, trust, and stability, while the tagline “Trust in Every Drive” emphasizes PartGenie’s commitment to providing original products and reliable services.

The characteristics of PartGenie’s business create complex cross-functional competency requirements. Automotive product knowledge, mastery of warehouse management systems, enterprise resource planning, digital services, B2B and B2C marketing, data security, compliance, and risk management must be integrated into a mutually supportive work system. Therefore, human capital planning cannot be developed in isolation but must be aligned with the company’s business growth strategy and operational requirements.

Baharsyah et al. (2026) emphasize that structured human capital planning should include competency-based recruitment, training and development, performance appraisal, and compensation aligned with employee contributions. Gunawan et al. (2025) also demonstrate that technology-based companies require a lean yet functional organizational structure, competency-based employee selection, continuous training, and productivity measurement through Key Performance Indicators (KPIs). In the context of digital marketplaces, Berliana et al. (2026) found that a lean organizational structure, digital competencies, application development, customer service, and periodic evaluation are essential elements in supporting business growth.

The integration of technology and human resources is also a critical issue. Ramadhan et al. (2025) show that technology investment does not automatically generate quality and competitiveness unless it is supported by competent employees, relevant training, and integration between internal planning and human resource management. From an organizational behavior perspective, Meria et al. (2025) demonstrate that organizational support, psychological capital, and job satisfaction have positive effects on organizational citizenship behavior (OCB). These findings are relevant to start-up companies that require extensive collaboration and employee contributions beyond their formal job responsibilities. Meanwhile, from a governance perspective, Destalia and Djunaedi (2025) show that the presence of independent commissioners alone does not automatically improve compliance, because governance effectiveness remains dependent on concrete mechanisms, policies, and supervisory practices.

Based on the preceding discussion, the research problem addressed in this study is how PartGenie’s strategic human capital planning can be developed in an integrated manner to

support organizational effectiveness and business development. This study aims to: (1) map the alignment between business strategy and human capital objectives; (2) analyze the organizational structure, workforce requirements, recruitment, training, career development, KPIs, compensation, culture, digital systems, and governance; (3) assess the contribution of the proposed design to role clarity, coordination, productivity, service quality, expansion readiness, and business adaptability; and (4) formulate implementation priorities to reduce the gap between planning and execution.

RESEARCH METHODS

This study employs a descriptive qualitative approach using a document-based case study design. This approach was selected to obtain a systematic understanding of strategic human capital planning at PT FITA Auto Nusantara through the PartGenie platform. The object of the study is the Human Capital Plan contained in the PartGenie Business Plan document.

The research data were derived from the internal Business Plan document of PT FITA Auto Nusantara. The primary document analyzed was Chapter VII, Human Capital Plan, while other sections related to strategic, operational, marketing, financial, and risk management plans were used as supporting sources. The units of analysis included human capital goals and objectives, corporate culture, organizational structure, projected workforce requirements, recruitment, training and development, career development, compensation systems, working hours, performance evaluation, the Human Resource Information System (HRIS), and projected human resource costs.

Data were collected through document analysis by identifying, selecting, and classifying relevant information from the PartGenie Business Plan. Scientific literature was used as a conceptual foundation to explain and interpret the findings, but it was not treated as the primary source of research data. Data analysis was conducted in four stages. First, the information contained in the PartGenie Business Plan was reduced by selecting data relevant to human capital planning. Second, the data were grouped into major themes, namely strategy, organizational structure, workforce requirements, competencies, recruitment, training, performance management, compensation, culture, digital systems, and governance. Third, an alignment analysis was conducted between the human capital plan, PartGenie's business strategy, and its operational requirements. Fourth, a gap analysis was performed to identify the components that had already been designed and the aspects that still required improvement or validation before the company commenced operations.

Data validity was maintained through internal document triangulation by comparing information across the strategic plan, operational plan, marketing plan, Human Capital Plan, financial plan, and risk management plan. Analytical consistency was also maintained by documenting the thematic classification process and tracing the information back to its original source within the document.

This study is limited to the analysis of the proposed design and does not yet incorporate actual implementation data. Therefore, it does not measure the direct effects of human capital planning on productivity, employee turnover, job satisfaction, service quality, or financial

performance. All conclusions regarding the contribution of human capital planning are conceptual and need to be empirically tested after PartGenie begins operations.

RESULTS AND DISCUSSIONS

1. Alignment Between Business Strategy and Human Capital Planning

PartGenie's business strategy adopts a focused differentiation approach by providing original multi-brand automotive spare parts, ensuring product authenticity, facilitating digital transactions, and delivering responsive services. To support this strategy, PT FITA Auto Nusantara has developed its human capital plan across three time horizons: short, medium, and long term.

In the short term, the plan focuses on establishing the initial organizational structure, filling core positions, preparing job descriptions, implementing Key Performance Indicators (KPIs), adopting a Human Resource Information System (HRIS), and internalizing the T.R.U.S.T. corporate culture. In the medium term, the company plans to strengthen its organizational structure, expand internal training programs, and introduce a performance-ranking system. In the long term, the company aims to develop standardized training modules, a leadership pipeline, succession planning, and employer branding as a tech-driven automotive platform.

The proposed plan indicates an alignment between the business strategy and human resource requirements. This is consistent with Baharsyah et al. (2026), who emphasize that human capital planning should be developed based on an organization's short- and long-term needs. However, the effectiveness of the plan should not be assessed solely through activity indicators, such as the number of training programs conducted, the percentage of employees participating in cultural socialization, or the number of positions filled. These indicators should also be linked to operational and business outcomes, including picking accuracy, order fulfillment performance, complaint resolution, repeat purchases, customer retention, and system stability.

Table 1. PartGenie Human Capital Roadmap

Time horizon	Planning priorities	Recommended key indicators
Short term, 0–3 years	Initial organizational structure, job descriptions, recruitment of core employees, KPIs, HRIS, and T.R.U.S.T. socialization	Position fulfillment rate, time-to-fill, onboarding completion, KPI coverage, HRIS data accuracy, SOP compliance, and service SLA
Medium term, 3–5 years	Organizational strengthening, supply-chain training, product-authenticity training, leadership development, and performance ranking	Cross-divisional coordination effectiveness, post-training competencies, internal promotion, productivity per FTE, error rate, and employee turnover
Long term, more than 5 years	Standardized modules, leadership pipeline, succession planning, and employer branding	Candidate readiness, succession coverage, percentage of internal promotions, employee engagement, employer-branding effectiveness, and retention of critical talent

Source: Adapted from the Human Capital Plan of PT FITA Auto Nusantara (2026).

2. Organizational Structure and Projected Workforce Requirements

PartGenie's organizational structure is designed to develop gradually through a relatively lean organizational approach. During the initial stage, its organizational functions include oversight and leadership, operations and information technology, finance and risk management, marketing, human capital support, customer service, sales, logistics, and security. As the business expands, the company plans to add more specialized functions, including sales management, IT support, a human capital manager, accounting and tax, and legal and compliance.

The workforce is projected to increase from six employees during the pre-operational stage to ten employees in the first year, 13 in the third year, 16 in the fifth year, 21 in the seventh year, and 22 in the tenth year. This pattern indicates that workforce expansion will be undertaken gradually in line with the development of business activities. This approach is consistent with the characteristics of digital organizations, which require lean and adaptive structures. Berliana et al. (2026) explain that the organizational structure of a marketplace should focus on functions that generate high added value. However, a lean structure should not result in insufficient workforce capacity. Gunawan et al. (2025) emphasize that a lean organization must still maintain a clear division of responsibilities and be supported by workload analysis and workforce-readiness assessments.

One gap that requires attention is the proposed provision of 24-hour customer service, while the initial plan only assigns one customer service employee, increasing to two employees at a later stage. With this level of staffing, fully human-operated 24-hour customer service would not be realistic. A more feasible alternative would be a hybrid service model involving human service during regular operating hours, an AI chatbot for basic inquiries outside operating hours, and on-call and escalation mechanisms for critical cases. Additional employees or shift-based arrangements may be introduced once transaction volumes and customer-ticket volumes reach predetermined thresholds.

Table 2. Projected PartGenie Workforce

Stage/Year	Number of employees	Organizational implications
Pre-operational stage, year 0	6	Several core functions are performed concurrently, with priority given to legal establishment, platform readiness, suppliers, and operational preparation
Year 1	10	Additional customer service, sales, logistics, and security employees to support the go-live stage
Year 3	13	Strengthening of logistics capacity and compliance functions in line with transaction growth
Year 5	16	Establishment of more specialized sales-management and IT-support functions
Year 7	21	Strengthening of human capital, finance, technology, customer service, and distribution functions to support expansion

Year 10	22	A relatively stable structure, with productivity and automation serving as the primary drivers of scalability
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Source: Adapted from the Workforce Planning Table of PT FITA Auto Nusantara (2026).

3. Competency-Based Recruitment and Onboarding

PartGenie’s recruitment process is designed to begin with workforce-needs analysis, followed by job-vacancy publication, administrative screening, technical competency assessment, evaluation of alignment with T.R.U.S.T. values, interviews, onboarding, and the signing of employment contracts. Potential candidates are expected to be sourced through digital recruitment platforms, social media, partnerships with vocational institutions, and the Future Leader Program.

This approach is consistent with Baharsyah et al. (2026) and Gunawan et al. (2025), who emphasize the importance of competency-based recruitment and job-specific assessment. To improve the objectivity of the selection process, each position should have a competency profile that specifies the required knowledge, skills, behaviors, and proficiency levels.

For example, logistics employees should be assessed on their accuracy in interpreting product codes, receiving, picking, packing, and WMS usage. Customer service employees should be assessed based on basic product knowledge, empathetic communication, complaint handling, and CRM usage. Sales employees should be evaluated on their understanding of multi-brand products, consultative selling, B2B negotiation, and ability to build and manage a sales pipeline. Information technology employees should be assessed based on system monitoring, incident response, data security, and vendor coordination.

Alignment with T.R.U.S.T. values should preferably be assessed through behavioral event interviews that require candidates to explain actual past experiences rather than merely respond to normative questions. This method can help the company determine whether a candidate’s behavior is consistent with the values of transparency, responsiveness, user orientation, safety, and teamwork.

Berliana et al. (2026) show that digital recruitment can reduce costs and broaden access to potential candidates. Nevertheless, PartGenie still requires practical assessments because platform-service quality is strongly influenced by employees’ execution capabilities. Therefore, the onboarding process should conclude with internal certification. New employees should only be considered ready to perform their duties after demonstrating adequate understanding of SOPs, systems, products, data security, and service simulations.

4. Training, Knowledge Management, and Technological Adaptation

PartGenie’s proposed training program covers both behavioral and technical competencies. Behavioral competencies include leadership, communication, teamwork, problem-solving, and customer service. Technical competencies include product knowledge, logistics, ERP, WMS, automotive technology, data security, and product-authenticity verification. The training process is designed to include needs analysis, objective setting, program implementation, and evaluation. The company also plans to implement knowledge

management, a Learning Management System (LMS), and a continuous-learning culture to maintain the relevance of employee competencies.

Gunawan et al. (2025) categorize training requirements into technical training, soft-skills development, and digital learning. Their study also emphasizes the importance of evaluating actual workplace capabilities rather than merely measuring employee attendance. Ramadhan et al. (2025) show that the implementation of new technologies will only be effective when workforce competencies develop alongside changes in business processes.

Accordingly, the effectiveness of ERP and WMS training should not be measured solely through module-completion rates. Its impact should also be evaluated by examining reductions in inventory discrepancies, shorter order-processing times, fewer picking errors, fewer returns caused by operational mistakes, and faster incident resolution. PartGenie's training program can be divided into three levels. The pre-operational level includes onboarding, SOPs, product authenticity, occupational safety, and system usage. The operational level includes coaching, problem-solving, customer handling, inventory control, and dashboard monitoring. The advanced level includes leadership, data analytics, automation, succession, and partner-ecosystem development.

Each training program should include a pre-test, post-test, workplace-behavior observation, and an impact evaluation conducted within 30 to 90 days. This approach allows the company to distinguish between successful training delivery and successful application of competencies in the workplace.

5. Performance Management and Compensation

PartGenie plans to achieve KPI coverage of more than 90%, KPI data validity of 95%, and alignment between individual indicators and business targets. Performance-evaluation results are expected to serve as the basis for incentives, salary increases, promotions, advanced training, and employee development.

Baharsyah et al. (2026) emphasize that structured performance assessment and fair compensation can support productivity, motivation, and retention. Gunawan et al. (2025) apply a balanced-scorecard perspective to ensure that performance indicators do not focus exclusively on financial outcomes but also cover customer, internal-process, and learning-and-growth perspectives.

PartGenie's implementation should distinguish among outcome, process, risk, and learning indicators. Logistics employees should not be evaluated solely based on the number of orders processed but also on order accuracy, inventory accuracy, SLA achievement, and error rates. Customer service employees may be evaluated based on response time, resolution rate, customer satisfaction, and documentation quality. Sales employees may be assessed using active-account numbers, revenue, repeat orders, collection quality, and compliance with company policies.

Table 3. Proposed KPI and Compensation Scheme

KPI score	Category	Bonus	Salary increase
>110%	Excellent	Yes	8%
100–110%	Exceeded	Yes	6%

80–100%	Met Expectation	Yes	4%
70–79%	Partially Met	Yes	4%
<70%	Not Expectation	No	2%

Source: KPI and Compensation Score Table of PT FITA Auto Nusantara (2026).

This matrix still requires validation before implementation. The proposed salary increase of 4% for the Partially Met category is identical to that for the Met Expectations category, while employees scoring below 70% would still receive a 2% salary increase. Such a structure may weaken performance differentiation and create a perception that employees with low achievement levels will still receive automatic salary increases. The company should separate general salary adjustments arising from inflation or labor-market conditions from performance-based merit increases. In addition, performance-based bonuses and salary increases should be subject to minimum eligibility requirements, including policy compliance, data integrity, and the absence of critical violations.

6. Organizational Support, T.R.U.S.T. Culture, and Retention

The T.R.U.S.T. culture consists of Transparency, Responsiveness, User-Centricity, Safety, and Teamwork. These values are consistent with the characteristics of PartGenie’s business because service quality depends on transparent information, rapid responses, product accuracy, transaction security, and cross-functional coordination.

However, organizational culture cannot be established through socialization alone. Each value should be translated into workplace behaviors, indicators, decision-making examples, and consequences. For example, Transparency can be reflected through open stock and pricing information, while Responsiveness can be measured through response and complaint-resolution times.

Meria et al. (2025) found that organizational support positively affects psychological capital and job satisfaction, which subsequently encourage organizational citizenship behavior (OCB). Therefore, PartGenie should provide adequate working resources, supportive supervisors, fair processes, learning opportunities, recognition, and transparent communication.

Organizational support can be provided through regular coaching, access to an LMS, two-way feedback, recognition for process improvements, clear career paths, occupational-safety protection, and workload monitoring. OCB should not be used to compensate for workforce shortages. Employees’ willingness to assist across functions should remain voluntary, healthy, and proportionately recognized.

7. Governance, the Board of Commissioners, and Oversight Mechanisms

PartGenie’s organizational structure includes a board of commissioners and directors with distinct responsibilities. The board of commissioners performs advisory and supervisory functions, while the directors are responsible for decision-making and the execution of company activities. Although this separation is important, it does not automatically produce effective governance.

Destalia and Djunaedi (2025) found that the presence of independent commissioners did not have a significant effect on corporate-governance compliance disclosure within the

sample examined. Although this finding cannot be directly generalized to PartGenie, it demonstrates that formal positions cannot replace substantive oversight mechanisms. PartGenie requires clear job descriptions, an authority matrix, conflict-of-interest policies, a code of ethics, a whistleblowing channel, HRIS audit trails, a risk committee, decision documentation, and periodic reviews.

In the context of human capital, governance also means ensuring that KPI data are auditable, promotion decisions are supported by evidence, compensation is consistently applied, termination procedures comply with labor regulations, and employees' personal information is protected. The board of commissioners should monitor critical human capital indicators, including key-talent turnover, vacancy risks, competency gaps, succession coverage, ethical violations, safety incidents, and management effectiveness.

8. PartGenie's Human Capital Implementation Architecture

The analysis indicates that PartGenie's human capital planning should be managed as an integrated system connecting business strategy with operational outcomes. Organizational structure, recruitment, training, KPIs, compensation, culture, organizational support, and governance should not operate as separate programs.

Table 4. Integrated Human Capital Implementation Architecture

Pillar	PartGenie's proposed design	Required controls or indicators
Strategy	Focused differentiation, original products, digital platform, B2B and B2C	Capability map for each strategy and service and growth indicators
Structure and workforce	Lean structure with workforce growth from 6 to 22 employees	Workload analysis, span of control, shift or FTE expansion triggers, and RACI
Systems	HRIS, ERP, WMS, CRM, LMS, and KPI dashboard	Data integration, access control, audit trail, data quality, and system downtime
Competencies	Product knowledge, logistics, digital capabilities, sales, customer service, compliance, and leadership	Competency matrix, readiness index, internal certification, and competency-gap closure
Performance and rewards	KPIs, performance ranking, bonuses, and salary increases	Balanced scorecard, calibration, merit gates, and anti-gaming controls
Culture and support	T.R.U.S.T., coaching, and continuous learning	Culture survey, engagement, PsyCap, job satisfaction, and healthy OCB
Governance and risk	Board of commissioners, directors, human capital, legal and compliance, and risk management	Code of ethics, whistleblowing, audits, succession, and data protection

Source: Authors' analysis and synthesis.

Implementation priorities should follow the dependencies among programs. Before recruitment begins, the company should complete its job descriptions, competency profiles, workload assumptions, and budgets. Before bonuses are introduced, KPI data should be stable and auditable. Before implementing a succession pipeline, the company should

establish a career architecture and assessment mechanisms. Before offering 24-hour services, shift capacity and escalation models should be clearly defined. This sequence is necessary to ensure that PartGenie does not merely possess administratively complete SOPs and policies but is also capable of generating measurable operational benefits.

9. Contribution to Organizational Effectiveness and Business Development

PartGenie's human capital planning has the potential to support organizational effectiveness through five primary mechanisms. First, clear organizational structures and job descriptions can reduce role overlap. Second, competency-based recruitment and onboarding can strengthen person-job fit. Third, the integration of HRIS, KPIs, ERP, WMS, CRM, and LMS can improve process consistency and the availability of information for decision-making. Fourth, the T.R.U.S.T. culture and organizational support can strengthen collaboration, psychological capital, job satisfaction, and proactive behavior. Fifth, governance can ensure that decisions concerning promotions, compensation, system access, and risk management are traceable and accountable.

The contribution to business development will emerge when these mechanisms are translated into operational capabilities. Baharsyah et al. (2026) emphasize the integration of recruitment, development, performance appraisal, and compensation. Berliana et al. (2026) demonstrate the importance of lean structures and digital competencies in marketplace organizations. Ramadhan et al. (2025) emphasize that technology adoption must be accompanied by workforce readiness. For PartGenie, these combined elements have the potential to support B2B and B2C market penetration, inventory accuracy, order-fulfillment speed, service quality, partnership development with Authorized Brand Holders, and regional expansion readiness.

Organizational support is also a determining factor in whether the formal design produces the required workplace behaviors. Meria et al. (2025) show that organizational support, psychological capital, and job satisfaction are positively related to OCB. Therefore, PartGenie's development cannot be supported solely by increasing employee headcount. The company must also maintain fairness, learning opportunities, recognition, job security, and leadership quality. At the same time, the findings of Destalia and Djunaedi (2025) indicate that the existence of supervisory bodies does not automatically result in effective governance. The structure of the board of commissioners and directors should therefore be supported by policies, audit trails, an authority matrix, and periodic evaluations.

Table 5. Human Capital Contributions to Organizational Effectiveness and Business Development

Dimension	Human capital mechanism	Expected contribution	Validation indicators
Role clarity and coordination	Organizational structure, job descriptions, RACI, and span of control	Faster decisions and clearer responsibilities	Decision-making cycle time, cross-functional issues, and role ambiguity
Productivity and quality	Competencies, SOPs, training, WMS/ERP, and KPIs	Improved stock and order accuracy and reduced errors and rework	Inventory accuracy, order accuracy, error rate, and productivity per FTE

Customer service		Customer service training, CRM, shifts and escalation, and Responsiveness and User-Centric culture	Faster responses, improved complaint resolution, and stronger customer trust	Response time, resolution rate, CSAT, and complaint ratio
Adaptation and innovation	and	LMS, coaching, knowledge management, and IT capabilities	Faster technology adoption and process improvement	Certification rate, system adoption, improvement ideas, and incident recovery
Retention and collaboration	and	Organizational support, career paths, rewards, and T.R.U.S.T.	Improved engagement, PsyCap, job satisfaction, and healthy OCB	Engagement, job satisfaction, turnover, and internal promotion
Business development		Sales capabilities, product knowledge, partnership management, and leadership pipeline	Increased market penetration, repeat purchases, partnerships, and expansion readiness	Active B2B accounts, repeat orders, revenue per FTE, and expansion readiness
Governance and risk		Board of commissioners and directors, audit trails, code of ethics, whistleblowing, and human capital risk dashboard	More accountable decisions and better-controlled human capital risks	Audit findings, policy compliance, succession coverage, and critical vacancies

Source: Authors' analysis and synthesis based on the PartGenie Business Plan and relevant scientific literature.

CONCLUSION

PT FITA Auto Nusantara's strategic human capital plan includes the main components required to support organizational effectiveness and the development of the PartGenie business. These components include a phased organizational structure, projected workforce requirements, competency-based recruitment, training and development, an HRIS, the T.R.U.S.T. culture, KPIs, compensation, career development, and a leadership pipeline. The projected workforce growth from six to 22 employees reflects a lean and adaptive organizational approach, provided that workforce expansion remains based on workload, transaction volume, and service requirements.

Conceptually, the proposed plan has the potential to improve role clarity, cross-functional coordination, productivity, service quality, technological adaptability, expansion readiness, and organizational accountability. However, several aspects still require validation before the company begins operations, particularly the alignment between 24-hour customer service and workforce capacity, KPI objectivity, training-impact evaluation, data integration across systems, the separation of general salary adjustments from merit increases, and the strengthening of governance mechanisms.

PT FITA Auto Nusantara is advised to develop a competency and readiness matrix for each critical position, link human capital indicators to SLAs, operational accuracy, customer satisfaction, repeat orders, productivity, and risk, and conduct periodic workload analyses. The company should also strengthen governance through RACI, an authority matrix, audit trails, a code of ethics, a whistleblowing channel, and periodic reviews by the board of

directors and board of commissioners. As this study is based on planning documents, the actual contribution of human capital should be evaluated after PartGenie begins operations using productivity, service quality, employee experience, retention, customer satisfaction, and financial performance indicators.

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