

Human Resource Management Strategy In Dealing With Crisis: Case Study Of Mass Layoffs At Kfc Indonesia

Hilma Harmen¹, Raja Satrio Pandiangan², Irvan Aldi Josua Marpaung³, Nielsen Samuel Panahatan Siagian⁴, Grace Analita Febrina Anak Ampun⁵, Listem Wisiska Situmorang⁶, Saffanah Alya Zahra⁷

^{1,2,3,4,5,6,7} Economic Faculty, Universitas Negeri Medan, Medan, Indonesia

ARTICLE INFO	<i>Abstract</i>
Article History: Accepted Fixed Approved Keywords: Economic Management; Unemployment; Resource Development.	The purpose of this study is to find out what mistakes caused mass layoffs that caused workers to lose their jobs and what solution strategies can be applied to reduce this very critical problem in the scope of human resource management. In this study, the method used is a qualitative method that presents descriptive theories that are very relevant to the problem, reinforced with accurate, current data and supported by various literature reviews. The population targeted in the study were employees who were given layoffs that could be caused by management errors in managing the company and causing losses so that they took action in terminating employment with employees en masse. The results of the study are in the form of an analysis of the management of failed companies so that effective strategies must be provided in managing the company in the study of solutions to overcome mass layoffs.
Crisis; Layoffs; Human	
	Abstraks
Kata Kunci: Krisis Ekonomi; PHK; Pengembangan Sumber Daya Manusia.	Tujuan dari penelitian ini adalah untuk mengetahui kesalahan apa saja yang menyebabkan terjadinya PHK massal yang mengakibatkan para pekerja kehilangan pekerjaan dan bagaimana strategi solusi yang dapat diterapkan untuk mengurangi permasalahan yang sangat krusial ini dalam lingkup manajemen sumber daya manusia. Dalam penelitian ini metode yang digunakan adalah metode kualitatif yang memaparkan teori-teori deskriptif yang sangat relevan dengan permasalahan, diperkuat dengan data-data akurat, terkini dan didukung oleh berbagai kajian pustaka. Populasi yang menjadi sasaran dalam penelitian adalah karyawan yang terkena PHK yang dapat disebabkan oleh kesalahan manajemen dalam mengelola perusahaan dan menimbulkan kerugian sehingga melakukan tindakan pemutusan hubungan kerja dengan karyawan secara massal. Hasil penelitian berupa analisis terhadap manajemen perusahaan yang gagal sehingga harus diberikan strategi yang efektif dalam mengelola perusahaan dalam kajian solusi mengatasi PHK massal.
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Correspondence: Name: Raja Satrio Pandiangan Email: pandianganraja5@gmail.com	ISSN: 2355-9543 (Print) ISSN: 2460-3775 (Online)

INTRODUCTION

Termination of Employment (PHK) is an act of terminating employment for workers or employees which can be caused by a decision from the company which aims to maintain the company's stability by reducing capital expenditures in paying compensation for these employees (Budi Santoso, 2014)). Meanwhile, layoffs can be carried out on employee initiatives caused by certain (Siregar, 2019) . Large losses in a company can be the main trigger for layoffs so that the company must carry out budget efficiency in addition to being caused by other indicators such as changes in the company's organizational structure and violations of rules caused by employees, forcing the company to reduce the number of employees which causes violations of the work agreement that has been agreed between the company and workers (Sutrisno et al., 2024) . Errors in managerial management in a company can be an indicator that contributes greatly to the phenomenon of mass employee layoffs (Intra Saleh et al., 2024) . The implementation of management steps that do not pay attention to the long term of the company and are not strategic can trigger failure in achieving goals so that they actually cause large losses (Muhammad Akbar, 2024) . This can lead to the company's decision to take layoffs. On the other hand, mistakes that can occur in the management of the company's management that can trigger company failure can be in the form of an inability to adapt to market changes, forcing the company to take layoffs (jobstreet, 2024) . Market changes can occur due to changes in consumer demand that are not stable which can reduce the company's income, from various industrial sectors, one of which comes from the fast food industry sector such as KFC. According to (Alinda Hardiantoro, 2024) , the demand for KFC fast food has decreased due to changes in global conditions that affect consumer purchasing interest. The Covid-19 phenomenon in 2020-2021 resulted in a decrease in consumer purchasing interest where consumers prioritize their basic needs. This decrease in consumer purchasing interest increased the losses of the KFC

METHOD

This research was conducted by obtaining data from various written sources through library research. This method includes collecting data by

company which continued until 2024. According to (Nabila Ramadhanty, 2025) the layoffs carried out by the KFC company were unilateral layoffs where the company's actions had violated business ethics, namely violating the agreement to employees unfairly and non-transparently. This action does not provide the right solution, the company management should have taken action from the beginning of the year after the Covid-19 phenomenon to increase the company's income by implementing strategies to build consumer buying interest and improve the company's financial condition (Nadya Kusuma Putri et al., 2024).

The decision to carry out mass layoffs (PHK) not only has an impact on employees who are laid off, but also employees who remain (Fadila Ayu Utami et al., 2022) making employees who remain anxious about their working period. Employees and the Company cannot guarantee whether these employees will continue to stay or will experience the same fate as employees who are laid off.

Through this research, strategic management steps will be provided in responding to problems in order to achieve solutions so that unilateral layoffs do not occur and aim for the company to be able to maintain the company's welfare. The process of achieving the company's goals in the long term will also be explained by providing solutions through the presentation of relevant and useful theories. Reliable and competent human resources are an important asset for companies in facing business challenges, including crisis situations that require adaptation and innovation. By managing reliable and competent human resources, companies can also achieve their goals with the contributions made by these human resources (Shofia Aula et al., 2022).

Febrian and Herwany (2009) found that the best forecasting volatility models for JKSE, KLSE, and IMS are GARCH (2.1), GARCH (3.1), and GARCH (1.1), portfolio investors nor could international investors benefit from diversification between these three equity markets as cointegrated.

reviewing books, literature, notes, and reports that are relevant to the research topic (Nazir, 2014) . In examining the case discussed, the approach used is library research or library studies conducted in or

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through libraries, supported by qualitative research methods. This method aims to explore various phenomena related to the experiences of research subjects, such as behavior, perception, and motivation.

The study was conducted comprehensively using a descriptive approach, utilizing words and language in a reasonable context by applying appropriate scientific methods (Luxy J. Moleong, 2017).

RESULTS

KFC is an American fast food chain company which is the second largest restaurant chain in the world (measured by sales), with 24,104 locations globally in 150 countries as of December 2019, with a total of 762 outlets in Indonesia as of December 31, 2023. (Alinda Hardiantoro, 2024) where with that amount it is expected to contribute to overcoming economic problems in cases of unemployment. However, all of that must depend on the management in the company, especially in the field of human resource management which plays a role in managing all operations in the company both in terms of fund management, project planning and management of various human resource potentials that can be poured as a contribution in helping to build the company where the KFC company actually experienced a failure in implementing its management steps resulting in very large losses, this forced the KFC company to terminate employment (PHK) against 2,274 employees (Idris Rusadi Putra et al., 2024) . This has a very bad impact, namely it also increases the number of unemployed in quite large numbers in Indonesia, which based on statistical data, the number of unemployed in Indonesia has reached 7.47 million people. Unemployment in Indonesia has a very bad impact on economic growth in Indonesia so that it cannot help increase the country's productivity (Siti Indayani et al., 2020) . One of the indicators of the cause of mass unemployment in Indonesia is the occurrence of layoffs (termination of employment) from various companies. (Woro Anjar Verianty, 2022) . KFC Indonesia Company is one of the companies that carried out layoffs.

Layoffs are one of the issues that still need to be addressed in Indonesia. From an economic perspective, the business cycle theory explains that every company will experience ups and downs, but the resilience of a business depends on how management anticipates market changes. (OCBC, 2023) . In the case of KFC, one of the management

mistakes was their failure to manage finances and inability to maintain consumer purchasing interest post-Covid-19 (Isna Rifka Sri Rahayu, 2025) resulting in huge losses. This causes a decrease in supply and causes the company to lose a larger market share. In addition, the theory of supply and demand also shows that when there is a shift in consumer preferences, companies must adapt quickly to remain competitive. (Anugrah Dwi, 2023). However, KFC management was late in responding to the changes so that their income continued to decline. On the other hand, in the company's operations, their operational costs continued to increase due to inflation and rising raw material prices, while the efficiency strategies implemented were less effective (Dina Mellita et al., 2020). Mistakes in operational management also make things worse, such as opening new branches in less strategic locations, inefficient supply chain management, and uncompetitive pricing policies compared to competitors (Refi Mariska et al., 2023). As a result of all these mistakes, the KFC company experienced great financial pressure and finally decided to unilaterally carry out mass layoffs as a cost-cutting measure so that the company's condition would return to optimal..

However, from a labor theory perspective, this decision reflects a lack of long-term strategy in managing the workforce. (Cinta Anindita Aji, 2024).

DISCUSSION

Problem Indicators

Financial Losses Due to Ineffective Financial Management

One of the main things that caused the decline in buyers that caused losses and forced companies to lay off employees was due to COVID-19. The decline in consumer demand due to economic uncertainty where consumers tend to prioritize important things and reduce spending, because their income is unstable during the pandemic (Mckibbin et al., 2020). In addition, policies issued by the government such as mobility restrictions and lockdowns hamper business operations, reducing purchasing power and causing several companies to experience a decrease in income, and forcing them to make efficiencies, including reducing the workforce (Gourinchas et al., 2020).

Impact of the Global Crisis and Pandemic on Employment

Covid-19 also disrupted the supply chain which had a negative impact on the situation. Restrictions

on the supply of goods and raw materials hampered production, so that companies incurred higher consumption costs while their profits decreased. In addition, the additional costs for implementing health protocols disrupted business profitability, especially for businesses engaged in the trading and service sectors. In this condition, many companies are unable to survive, forcing companies to lay off employees as a last resort to reduce the burden of business operations (Gourinchas et al., 2020; Mckibbin et al., 2020).

Impact of the Global Economic Slowdown on Employment Stability

The decline in purchases, layoffs, and increased unemployment are not only caused by Covid-19, there are several factors that cause disruption to economic and employment stability. The first factor is the global economic slowdown, where the financial crisis, high inflation, or recession can reduce people's purchasing power and hinder business growth. When purchasing power decreases, companies experience a decrease in income which can lead to labor efficiency, such as layoffs (Stiglitz, 2019).

Economic Policies That Do Not Support Domestic Industry, Such as Import Dependence, and Burdensome Taxes and Regulations

There is also a factor from Company Policies That Do Not Protect Domestic Industry. Where one of the main triggers is the inability to provide adequate protection for domestic industry. Such as dependence on imports, for example for the KFC company industry, raw materials such as chicken, flour, and other ingredients can be cheaper to import than to produce locally. In addition, there is also the influence of taxes and regulations, where complex tax policies and regulations that limit can burden the company's operations (Kohli et al., 2020).

Impact of the Economic Crisis on Buying Interest and Operational Efficiency in the Fast Food Restaurant Industry

Then there is also the influence of broader economic conditions, such as economic policies that can affect people's buying interest and operational costs. The economic crisis that causes inflation, rising prices of raw materials, and currency instability often affects people's buying interest. With the decrease in people's buying interest, consumption of KFC food also decreased significantly, which caused restaurant revenues to decline and losses. To overcome this, the company carried out massive

efficiency, one of which was by laying off employees. The purpose of this efficiency is to reduce operational costs and survive in an increasingly competitive market (Cohen et al., 2013).

Problem Solving

Mass layoffs at KFC restaurants are a very serious problem for KFC and for employees who are laid off. Based on the results of the problem analysis, KFC experienced many losses that forced mass layoffs. Because of this, KFC finally took some important steps to overcome these losses and mass layoffs.

Analysis of Consumer Behavior and Interest

The stage of consumer tendency before buying a product to ensure the final decision to buy is consumer buying interest (Maghfiroh, 2016). Consumer buying interest will have a very positive and significant effect on how the final decision to buy a product. To buy a product, consumers will have certain criteria about the product to be purchased. These criteria can be influenced by a sense of need, desire, and offers from around the world (Solomon, 2017). If the company can offer products well, the stimulus to consumer buying interest will increase. Analysis of consumer behavior and interests aims to help companies understand consumer consumption criteria and patterns and help companies know how to market, sell and forecast product sales and avoid a decline in consumer buying interest. An important thing that the Company should not miss is determining market segmentation to recognize its consumer criteria. Market segmentation is the activity of dividing the market into several groups with their own criteria. (Sofjan Assauri, 2015). After dividing into several segments, KFC Company will get the type of segment it wants, for example, teenagers and workers.

To find out how consumer behavior and what is needed by teenagers and workers, the KFC Company needs to analyze consumer behavior and interests. There are four things that need to be analyzed in consumer behavior and interests that can be done by KFC, namely attention, interest, desire, and consumer action in buying products. (Rizky et al., 2014). Attention refers to the consumer's first impression of the product. For teenagers and workers, food is a primary need. KFC can give an impression in the form of the latest food trends that attract the attention of teenagers and workers and associate them with its products

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without erasing the existence of its products. Consumers will pay attention if the product makes them feel the need and want. Consumer interest can be taken when the consumer's attention is focused on the product. However, this interest can be cut off if consumers give too much consideration in buying products. Therefore, the company must maintain the existence of the product to attract consumers' desire to buy. At this time, KFC can provide a menu with a price division that is more friendly to the pockets of teenagers and workers. When consumers feel interested and want to, that's when teenagers and workers will take action to buy the product.

Innovation in Product Promotion

Inovasi adalah sebuah strategi yang diterapkan Perusahaan untuk beradaptasi dalam lingkungan bisnis, dan oleh karena itu Perusahaan harus bisa menciptakan ide-ide baru dan menawarkan produk yang inovatif dan meningkatkan kualitas pelayanan yang memuaskan pelanggan (Supriyati et al., 2017). Innovation is not only done on products but also how to introduce products to consumers or referred to as product promotion. Promotion is a tool used by consumers to recognize and assess products that will be used to make buying decisions. (Pradiani, 2018). One of the promotional innovations is digital promotion, namely marketing that is connected to the internet and social media so that the Company can stay in touch with consumers through digital in the form of content and advertisements on social media. (Chakti, 2019). Innovation in product promotion aims to increase consumer awareness of KFC's product name, as well as help reach a wider market with less cost. This will make consumers also feel that KFC is able to provide its own creativity so that consumers are increasingly interested in the fast food products that KFC promotes. KFC innovates in product promotion by introducing its products through social media and using artists to promote its products. KFC can also provide distinctive characters for its products, either in the form of dolls or other special characters that can attract consumers, especially teenagers and workers.

Improving the Efficiency and Effectiveness of the Company's Working Capital

The effectiveness of working capital management plays an important role in determining the profitability of the company (Tampubolon, 2016). Efficient working capital management not only improves liquidity but also

significantly contributes to improving the company's financial performance. Optimal liquidity can also ensure that the company has sufficient resources for day-to-day operations and meeting short-term obligations, which in turn supports long-term stability and growth (Dian Puspita Sari et al., 2021). The role of working capital as a key indicator in efficient and effective financial management emphasizes the importance of strategically managing current assets and current liabilities (Ulfah Unnuriyah et al., 2021). Proper accessibility to financial resources and the ability to meet short-term financial obligations without difficulty are direct results of proactive and planned working capital management by ensuring the implementation of improvements in the efficiency and effectiveness of the company's working capital, which can directly overcome the company's losses and improve overall financial performance. The efficiency and effectiveness of working capital applied consistently by KFC management aims to reduce the level of Company losses that can trigger mass layoffs and ensure KFC's business continuity in the long term. This means that cost control is not only related to the company's profits but also takes into account its operational conditions (Khofifah et al., 2023).

Provision of Guarantees within the Employee's Employment Period

According to the Law on Labor Social Security is a protection for employees in the form of money as a substitute for part of the lost or reduced income and services as a result or circumstances experienced by employees in the form of work accidents, illness, pregnancy, maternity, retirement, and death (UU No. 03 Tahun 1992). (Wita Yarni Waruwu et al., 2024) also revealed that in the management of human resources (HR), the existence of social security is very important because it is useful as a tool to maintain the welfare and psychological stability of employees. Human resources are the main asset for the company, employee welfare is considered a factor that directly affects the productivity and success of the company. Some of the main roles of social security in improving employee welfare, according to (Khofifah et al., 2023), These include Financial Protection, Health and Safety, Emotional and Psychological Stability, Increased Productivity, Employee Loyalty and Retention, and Improved Employment Relations. All of these social security functions play a crucial role in creating a healthier, more productive and loyal workforce. Social

security will make employees feel protected from all forms of risk in the company, one of which is financial risk that can arise unexpectedly (Wita Yarni Waruwu et al., 2024). Providing guarantees within the employee's working period has an important purpose to restore the loyalty and productivity of KFC employees and reduce psychological instability due to layoffs. KFC employees will feel that the working environment is more conducive and there will be no worries about layoffs that can be carried out by the company at any time. By providing social security for a period of time to employees, KFC can maintain the welfare and psychological well-being of workers, so that employees who receive such guarantees can influence and increase the productivity and success of KFC products.

Unemployment countermeasures

When people are of working age, they need jobs and look for them to fulfill their needs (Ikhsan, 2016). Workers will look for companies to apply to and work for when they have passed all the selection stages. However, when the Company terminates employment, workers who initially had jobs and were able to meet their needs will lose their livelihoods.

Companies can use policies that support workforce flexibility, such as part-time work programs or a temporary reduction in working hours with a reduction in salary but not significantly. For both permanent and contract workers, a reduction in working hours can be half of the usual working hours and a reduction in salary so that the KFC Company can make budget efficiency. In some countries, such as Germany with the Kurzarbeit program, this policy has proven effective in reducing layoffs and maintaining people's purchasing power during the crisis. (Attallah et al., 2024). KFC needs to pay attention to the unilateral decisions given to employees so as not to harm their employees because KFC's actions over the past few years have led to an increase in unemployment (Misbahul Huda, 2020). This decision also not only provides a positive response but also maintains communication between the Company and its employees. The wise decisions given by KFC will provide positive benefits for KFC both in the form of returning the Company's positive image as an entity that cares about employees and building good working relationships between the workforce for business sustainability.

Employee performance and productivity management

Employee performance and productivity is the achievement of employee work both in quantity and quality in accordance with their responsibilities and duties (Dwianto et al., 2019). Every company needs to manage and measure the performance of its employees to determine the level of employee performance and evaluations that can be made regarding employee performance. Performance appraisal is a planned evaluation of the employee's work situation in accordance with the work standards set by the Company (Arifudin et al., 2020). Based on the case of mass layoffs at KFC, managerial parties can conduct performance appraisals first before conducting mass layoffs. This performance appraisal will provide results related to the performance of employees while working so that employees with good work quality can be retained as a form of appreciation to KFC employees. The managerial goal is to conduct a performance appraisal before conducting layoffs so that the company does not lose employees who have good work quality and can appreciate the performance of its employees, so that employees can also accept the decisions given by the company. A fair assessment from the Company's leadership and appreciation will improve the quality of employees who continue to work because they feel valued and become motivated to prove and maintain their position (Sulistyawati, 2022).

More Adaptive Workforce Planning

Adaptive workforce planning is essential to reduce the risk of layoffs and ensure that the company has the right human resources to achieve its business goals (Linawati, 2023). Labor is an inherent part of human resources and must be well integrated. In Law No. 13 of 2003 concerning employment planning, Labor is all people who carry out an activity or activity aimed at producing services or goods that can be used to achieve the needs of themselves or others. According to (Kasmir, 2015), Workforce planning deals with long-term human resource needs. This is because the workforce changes from time to time, depending on the situation. The purpose of More Adaptive Workforce Planning is to create a workforce that is able to adjust to dynamic environmental changes, including technological developments.

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Corporate Crisis Management

The financial crisis that occurs in a company can make the company unilaterally terminate employment. In order for termination of employment to occur peacefully, KFC can carry out crisis management in the form of providing severance pay and also information related to employment to the workforce (Novarianti et al., 2025). The provision of severance pay is one of the important rights for workers who experience termination of employment (PHK) which is regulated in the Indonesian labor law. Severance pay is a fair compensation provided by the company for workers who lose their jobs, as well as a temporary guarantee before getting a new job (Qodri M. S, 2025) . This right aims to provide welfare guarantees to workers who have lost their livelihoods, as well as a form of corporate social responsibility to their employees. Seeing from this, job vacancy information is very important because it makes it easier for someone to find a job that suits their talents, interests and skills (Devitasari et al., 2023) . The purpose of this crisis management is so that the termination of employment can also be accepted by employees in a better and peaceful manner, as well as maintaining the relationship between the Company and its workforce.

CONCLUSIONS

KFC Indonesia's decision to conduct mass layoffs was the result of various interrelated factors, especially financial pressure caused by a significant decline in revenue. This condition forced the company to take unilateral layoffs in order to maintain its business continuity. Although layoffs are considered an effort to improve operational efficiency, the impact is very broad and complex, both for employees who lose their jobs and for those who are still working in the company

In facing these challenges, the implementation of an adaptive and employee welfare-oriented human resource management strategy is very important. Rather than mass layoffs as the main solution, companies should consider more sustainable alternative measures such as improving the efficiency and effectiveness of the company's working capital, analyzing consumer behavior and interests, and diversifying

From the perspective of economic and management theory, failure to anticipate market changes is one of the factors that worsen the condition of KFC Indonesia. Changes in consumer behavior, rising raw material costs, the occurrence of the Global crisis and the Pandemic which had an

impact on employment, demanded companies to innovate more quickly and efficiently. However, delays in responding to market dynamics and ineffective operational strategies caused the company to experience financial pressures that led to mass layoffs. In addition, financial mismanagement including the inability to optimize cash flow and control operating costs further exacerbated the situation.

To get out of this crisis, a more proactive and sustainable crisis management strategy is needed. Companies need to optimize operational efficiency without having to sacrifice a lot of manpower. In addition, adjusting business models to be more flexible with evolving market trends is a step that must be prioritized. Utilizing digital technology, improving marketing strategies, and innovating products and services can be more effective long-term solutions.

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