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The strategic role of HR management in increasing the company's excellence and competitiveness

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ABSTRACT

Human resources are the main asset for the company. Many companies have the view that HR is part of assets that cannot be replaced. But not infrequently companies do not know the strategic role of how to manage these valuable assets. Through this research, we would like to explain that there is a strategic role in managing human resources in increasing the excellence and competitiveness of the Rattan & Furniture Synthetic Cirebon company. This research is a descriptive qualitative research approach, or included in the type of *grounded theory study.* A research method that uses a perspective by examining a theory. From the results of the discussion in this study, that in building a superior and competitive Rattan & Furniture Synthetic Cirebon company, an HR management paradigm is needed that looks at various aspects, namely socio-economic, environmental-economic, and social environmental aspects of the company. Then in the strategic HR management paradigm, not all human resources can be said to be assets, meaning that there are characteristics that must be owned by human resources who are considered assets. Then from the character possessed, it is necessary that the HR management strategy of Rattan &; Furniture Synthetic Cirebon can be optimally good in increasing the company's excellence and competitiveness. These include *accommodating, integrative, interactive.* Then, in creating superior and competitive HR management, four approaches are used, including *Strategic Partner, Administration Expert, Employee Champion, Change Agent.*

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INTRODUCTION

Being in the era of globalization and digitalization, requires humans to have the ability to face challenges in the development of the times. In the millennial era as it occurs in the global era requires humans to continue to improve their competence so that it is in accordance with developments and keeps pace with the conditions of change that continue to occur (Prativi, 2020). Basically, a company or other organization needs Human Resources (HR) who have good skills that are *hard skill* And *soft skill*. The organization's need for human resources who have skills and knowledge is very important for the growth and development of the quality of excellence of an organization. The skills and knowledge possessed by HR become the company's capital in increasing the company's competitive advantage. It could even be, strong human resources become a strength and affect the sustainability of the company. It can be said that if a business experiences a decline, then what needs to be evaluated is the role of Human Resource management (Value, 2010).

The strategic role of Human Resources in the company needs to be taken into account. Even according to the results of research conducted by Indrasuara (2019) Together with other teams conducted research related to factors that influence the human development index. From the results of the analysis, it is stated that the Human Development Index affects the private investment sector in West Sulawesi Province. This shows that the strategic role of Human Resources is very calculated for the economy and even the sustainability of the company. On the other hand, in the journals of Reza Rizki Ramadhan and Yaya Setiadi (2019) Regarding the importance of physical capital and human resources, seeing that provincial government spending in Indonesia

functions for education and health is a form of investment that plays a role in human capital in a region. This means, the government carefully sees human resources as the main capital and has an effect on improving the economy in a region.

In Human Resource management, the efforts shown in quality improvement lie in the human individual. Here, of course, humans become the central point in the development and increase of the company's excellence and competitiveness. Especially companies that want to enter the arena of competition and global markets. The company's excellence and competitiveness can be created through effective management of Human Resources. This certainly needs to pay attention to internal factors and external factors of the company he faces. Therefore, it is necessary to analyze the strategic role of Human Resources in increasing the company's advantage and competitiveness. This analysis can be used by companies in evaluating the strategic domain of HR competency development (Sandi, Syukri, & Us, 2019).

Seeing the importance of HR management in a company or organization, it can be adjusted to the objectives of HR management as conveyed by Cushway, including (Sandi et al., 2019):

a. Provide management consideration in making HR policies to ensure that the organization has motivated and high-performing workers, as well as workers who are ready to face change.
b. Implement and maintain all HR policies and procedures that enable the organization to achieve its objectives.
c. Assist in developing the overall direction of the organization and strategy, especially with regard to HR ilmpication.
d. Provide support and conditions that will help managers achieve goals.
e. Handle crises and difficult situations in relationships between jobs to ensure that they do not hinder the organization from achieving its goals.
f. Provide communication media between employees and organizations.

Companies need to innovate and even improvise in carrying out and implementing their resource management strategies. Of course this is an effort to avoid bankruptcy so that it can give birth to decisions on how to improve human resources in global competition, if you want to survive and even be able to participate in the ASEAN single market and the global market. It takes an HR management strategy that can act as a manager in influencing changes in company management. Managers have more leisure and more authority in the responsibility of managing company resources. Moreover, human resources require "unique" management, meaning that they have different specificities and techniques according to the company's objective circumstances and conditions. From this it can be understood that human resources are seen as an important component in achieving a company's competitive advantage (Shabrina et al., 2023).

Another side that needs to be observed is how the HR management strategy in increasing company excellence. HR greatly determines the superiority of a company or organization. However, it is necessary to know how the improvement strategy is. According to Fauzi Farchan, through the right HR management strategy, companies and organizations can support the achievement of excellence and competitiveness levels. Here the company needs the right strategy to achieve this. Therefore, in order to find the right strategy, the company needs to look at the objective conditions and subjective conditions of the company. Look comprehensively at opportunities and obstacles, opportunities and strategic capital or as company strengths to determine the company's HR management strategy. Decisions will be taken according to the needs and conditions of the company. Of course, through the right HR strategy, the advantages of human resources owned by companies and organizations are expected to support the achievement of competitive advantage (Farchan, 2018).

To determine the right strategy, of course, the main thing to analyze from the company is to look objectively at the strategic role in HR management. This means that the right strategy is needed in determining company policy. It is seen how strategic HR management that can be used as a company in making decisions. Not only human resources who have become permanent employees, but starting from planning, recruiting to empowering the right human resources. Because according to various literatures that HR management in a company is an important activity, even though it is only at the selection stage. According to Mathis and Jackson, recruitment activities are part of the company's selection to get superior human resources and according to the qualifications or competencies needed by the company. According to him, the function of this recruitment is as *the right man on the right place* (Halisa, 2020). This means determining the human resources in accordance with the place to be determined by the company. And selection is part of the process of selecting and determining several people who meet the criteria to occupy available positions in the company or according to company conditions.

Studies on Human Resources have been widely conducted, but specifically the strategic role of HR in a company has not been done in previous research. This study will specifically look at how the role of HR strategy in the Rattan &; Furniture Synthetic Cirebon company so that it can have a significant effect on the company's excellence and competitiveness. Therefore, in this study, a human capital-based management

approach will be a perspective or perspective in seeing the role of HR management strategy in the Rattan &; Furniture Synthetic Cirebon company. Thus, the novelty in writing this journal lies in the strategic picture in HR management in increasing the excellence and competitiveness of the Rattan &; Furniture Synthetic Cirebon company.

METHOD

The research method is an explanation of how this research is carried out, a way that researchers do in finding answers and research procedures. In terms of type, the research conducted is research *field research* (Gentleman, 2021). That is a study with data collection methods through various literature that has strong accuracy in discussing research problems. In this type of research *field research*, the researcher is tasked with studying HR management at the company Rattan &; Furniture Synthetic Cirebon.

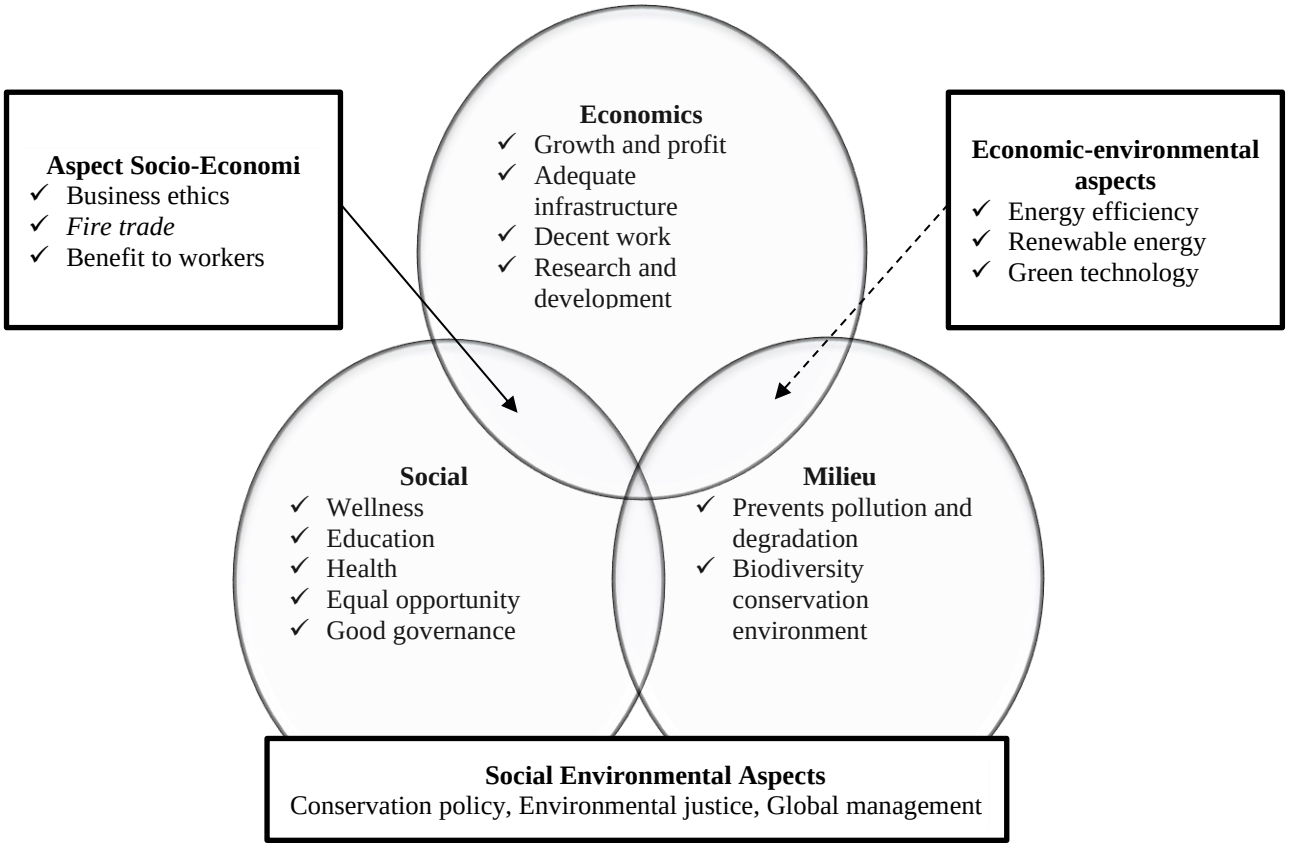
Because this research is included in the type of field research (*field research*), then the data collected to be a source and basis in reconstructing research is obtained through interviews, references and other scientific papers that have good relevance to the research problem. As for related to the analytical methods used in research *field research* is to analyze HR management problems in Rattan &; Furniture Synthetic Cirebon to then be analyzed descriptively. Library materials obtained from various references are analyzed critically and in depth in order to support propositions and ideas (Fadli, 2021).

In descriptive qualitative research, according to Sugiyono (2019), that the researcher himself is a key instrument. In a sense, the main factor in determining the objectivity of a qualitative research is the researcher himself. This is because researchers determine the depth and objectivity of a study. The data collection technique is carried out by combining and inductive data analysis (Karmamu, 2022). Procedurally, data analysis in field study research is to carry out the process of searching field data and compiling data systematically. Then from the results of the data search, organizing data, describing it into units, synthesizing, then formulating patterns related to the research problem. Selecting and inventory primary and secondary data and conducting data studies, after which conclusions are made from the data that has been presented (Suggestion, 2017).

RESULTS AND DISCUSSION

Excellent and Competitive Company HR Management Rattan &; Furniture Synthetic Cirebon

The importance of research on HR management is needed. Because basically this will maximize the potential of the company's human resources in accordance with the needs. HR management in the company as a strategy in achieving a superior company. HR is a potential that has the ability to move organizations and companies in producing goods and services. Quality humans will be potential resources for companies and organizations. Conversely, relatively low human resources will hamper the journey and even the competitiveness of the company. Here it is needed *human resources* as an institution or department that has the authority to regulate human resources in a company or organization. Therefore, effective HR management is needed in creating a superior company. A paradigm is needed in building superior company human resources. This can be illustrated in the following scheme (Sugiat, 2020).



Human resources are one of the most important factors, even considered as factors that cannot be released for the progress of an organization or company. This factor is the main key in determining the direction of progress of the organization and company (Siagian, 2021). This is the reason why resource management is the most important thing in a company. Especially those related to human resources. With regard to good HR management, *the right man in the right place* The level of excellence and competitiveness of the company will be achieved by the company (Setiyati & Hikmawati, 2019). Because basically the company Rattan &; Furniture Synthetic Cirebon understands that humans are the absolute capital of the company that cannot be replaced and affected by developments and situations. Because it is adaptive and can be adapted to various conditions and company situations. Its nature is as a mover, thinker, planner, to the ability to innovate so that if it continues to be developed through HR management, humans will continue to be needed in the company.

Companies that are not supported by human resources in accordance with aspects of quality, competence, quantity, strategy, and good operations, the company will find it difficult to achieve its goals. Likewise, related to efforts to increase the company's excellence and competitiveness, the right human resources and strategies are needed so that they still exist and can maintain the quality of the company. As a result, a role is needed from management that aims to optimize the HR performance capabilities of the Rattan &; Furniture Synthetic Cirebon company, starting from the process of planning, organizing, directing, and controlling the activities of procurement, development, compensation or *Reward*, integrating, maintaining, and dismissing HR (Setiyati & Hikmawati, 2019). To create superior resources in the Rattan &; Furniture Synthetic Cirebon company, a strategy that is specifically, measurable, and organized is needed. Therefore, for Rattan &; Furniture Synthetic Cirebon companies that have advantages and competitiveness, they will have a special strategy that is structured and planned.

Superior human resources are quality human resources who have more capabilities compared to others. Can develop their potential and other resources as optimally as possible, with their abilities. Superior human resources can achieve achievements for the betterment of themselves and their companies. Have advantages that can *survive* In a competitive life, because you have many choices and intelligence to make the right decision. There are two types of superior human resources, namely individualistic excellence and participatory excellence (Wijoyo Hedeon, 2021). Rattan &; Furniture Synthetic Cirebon Company has the advantage of building human resources that have participatory advantages. Because basically participatory advantages possessed by employees are advantages that have self-competence and are able to contribute to the company

where they are. The participatory advantages possessed by employees of Rattan &; Furniture Synthetic Cirebon can provide encouragement for the company to move forward.

The importance of superior HR management needs to be realized by all managerial levels of the company. No matter how advanced and developed technology is to this day, human resources still cannot be replaced by robotic machine technology. The human factor still has an important role for the success and development of the company. The existence of HR in a company or organization is very important, because basically the establishment and formation of the company is initiated by HR itself. HR plays a role in determining the planning, formation, implementation, and decisions of the company that function to determine the fate of the company (Sidjabat, 2021). Therefore, the HR management of the company Rattan &; Furniture Synthetic Cirebon can be understood as the policies and practices needed by someone in the company to carry out human aspects ranging from recruitment, screening, placement, training, rewards and assessment.

HR or known as employees and staff is an important factor for the company so it needs special attention and maintain it as well as possible so that these human resources can be considered as valuable company assets. Of course, what is considered as an asset is one that has or can provide useful value and benefits for the company. Therefore, companies need to look carefully, get to know comprehensively about the competencies possessed by their employees. This means that the company needs to know which employees are included in the asset category, and which employees are expenses, which have no contribution or effect on the development of the company. Companies need special instruments to assess so as to get the right evaluation and recommendations in response to these assets. The basic concept that underlies the idea that HR is an asset is the concept of *human capital.* In companies that have this paradigm of thinking have more advanced thinking principles compared to *human resource.* In thought-based HR management *human capital,* Have confidence that employees in the company are very valuable assets for the sustainability of the company and the achievement of its goals. Therefore, there needs to be an effort to maintain, maintain, and develop so that the longer the asset has a high value. Because what is meant by assets certainly has greater capabilities, benefits or use value for the company (Abid, 2021).

The Strategic Role of HR in the Excellence of Cirebon Synthetic Rattan & Furniture Company

A company's competitive advantage can be created through the strategic role of HR. Creating excellence is related to the company's ability to see and optimize the strategic role of HR in its development. According to Barney, the company's competitive advantage is related to three things, including product innovation, the use of technology, and the utility of human resources. It takes the management of these three things by the company, so that all three become the company's capital in facing future challenges and demands. The study of HR as the main capital (asset) in the company's competitive advantage, according to Bermadin and Russel that the competitive advantage is the company's ability to manage the organization in formulating the strategic role of HR in increasing company excellence (Shabrina et al., 2023). Thus, the competitive advantage of the company Rattan &; Furniture Synthetic Cirebon is basically in the managerial hands of the company in optimizing human resources. It takes the ability to deal with global competition that openly demands companies to fight.

What is meant by competitive advantage (*competitive advantage*), according to various views as expressed by Gary Dessler that: "*Competitive advantage is any factor that allow an organization to differentiate its products or service from those of its competitor to increase market share*" (Farchan, 2018). What is meant by competitive advantage in the company Rattan &; Furniture Synthetic Cirebon is any factor that allows an organization to differentiate its products or services from the products or services of its competitors to increase market share. This means that Gary Dessler provides an understanding that a company's competitive advantage is an ability possessed by companies in differentiating products and services. As a characteristic that differs from one company to another, that is called the company's competitive advantage. Thus, in creating these advantages cannot be separated from the role of HR.

While according to Bernardin and Russell explain about competitive advantage that, "*competitive advantage refers to ability of an organization to formulate strategies to exploit profitable opportunities, thereby maximizing its return on investment. Two major principles, perceived customer value and uniqueness, describe the extent to which a business has a competitive advantage*" (Farchan, 2018). Different views from previous management experts, judging from the strategic approach used by the company in increasing the competitive advantage of the Rattan &; Furniture Synthetic Cirebon company. This second opinion views that competitive advantage is based on the ability of organizations to build strategies that are able to take advantage of profitable opportunities. According to the results of the competitive advantage assessment in the company, Rattan &; Furniture Synthetic Cirebon can be seen from the extent to which customers can feel the added value and uniqueness provided by the company.

From the results of the experts' explanation, it can be drawn red that what is meant by competitive advantage is a company's strategy to continue to exist and survive in the face of various market battles, and achieve a desired goal. One of the abilities that must be possessed by the company is to know the objective

conditions and subjective conditions of the Rattan &; Furniture Synthetic Cirebon company. Objective conditions in the sense of an external condition of the company, both in the form of challenges and opportunities that exist in the company Rattan &; Furniture Synthetic Cirebon. While subjective conditions are an internal condition of the company, both in the form of strengths and weaknesses owned by the Rattan &; Furniture Synthetic Cirebon company. From these two conditions, the company Rattan &; Furniture Synthetic Cirebon can make the right decisions and strategies and can achieve the company's competitive advantage.

According to Ulrich in Assagaf to create competitive advantage there are four approaches, namely: (Sandi et al., 2019):

a. *Strategic Partner*

Namely being a partner of senior managers and line managers in implementing planned strategies, translating business strategies into concrete actions with organizational diagnoses, namely a system of assessment and combining organizational practices with business objectives that can be formed at every level of the organization.

b. *Administration Expert*,

Namely being an expert in managing the implementation of work and administrative efficiency so that output is produced at low cost but guaranteed quality. This effort can be done by reengineering, including re-engineering the HR field. Being an administrative expert requires mastering the two phases of reengineering. First, the improvement process, focusing on identifying ineffective processes and planning alternative methods to improve service quality. Second, think about the reinvention that the customer initiates the process. So that it can change the focus of work from what can be done to what must be produced.

c. *Employee Champion*,

That is to mediate between employees and management to meet the interests of both parties. With increasingly strong business competition, management's demands on employees are getting higher. Therefore, line managers must pay attention to employee circumstances related to: First, reduce demands by reducing workload and balancing with the resources owned by employees. Second, level resources by helping employees define new resources (within employees) so that they can adapt to the needs of the organization. Third, turn demands into resources by helping employees learn the transformation of demand into resources.

d. *Change Agent*,

Become an agent of change, sharpen processes and culture that can increase the capacity of the organization to change.

These four things are roles in human resource management that can achieve competitive advantage by working with line managers and top managers in the company Rattan &; Furniture Synthetic Cirebon. Competitive advantage will be achieved with three strategies, namely innovation, quality improvement, and cost reduction in the company Rattan &; Furniture Synthetic Cirebon.

Basically, the resources owned by the company Rattan &; Furniture Synthetic Cirebon are not limited to material capital alone. This means that if widely understood, resources are components that have the supporting capacity of the survival of the Rattan &; Furniture Synthetic Cirebon company itself. On this side, companies are required to be able to empower and optimize their resources to be maintained and developed. From various sources owned by the company, HR has a strategic role in determining the company's excellence and competitiveness. HR is a resource that has the lowest level of decerencing properties. But in fact, HR in general is still considered a burden of the company that must be maintained. Therefore, companies do not fully understand the importance of human resources for the survival of the company. But not a few companies also consider HR as the most important organizational asset, and should prioritize the interests of its management, because it can be understood as the driving force of the company in making other resources work and run well (Tarigan, 2012).

Basically, the concept of HR management in the Rattan &; Furniture Synthetic Cirebon company, which is considered a strategic asset, can have implications for the systems and policies implemented by the company. Assumptions about human resources are considered strategic assets because they have the ability to adapt, imitate, be effective, and can be applied flexibly. Unlike in capital investment, *economic scale* or patents. This means that a well-implemented HR management system becomes an asset that is invisible (*intangible*) and able to create value (*valuable*). The operational system used by Rattan &; Furniture Synthetic Cirebon in HR management can increase the company's competitiveness. Thus, the source of competitive advantage or competitiveness of the Rattan &; Furniture Synthetic Cirebon company is obtained through the role of the HR management strategy itself. Therefore, there are two backgrounds, why the Rattan &; Furniture Synthetic Cirebon company can be superior and competitive obtained from HR management. That is, *first*, managing HR is carried out transparently and has a clear and written operational system. *Second*, managing human resources in a clearly integrated and measurable manner, so that the Rattan &; Furniture Synthetic Cirebon company can empower all its resources optimally.

Strategic HR Management in Increasing Company Excellence and Competitiveness Rattan &; Furniture Synthetic Cirebon

Companies can increase excellence and competitiveness by building an effective and efficient HR management system. Effective is how the human resources owned by the company can be placed in accordance with the competencies possessed by employees of the Rattan & Furniture Synthetic Cirebon company. How resources can be maximally empowered and developed according to their respective parts. Efficient company Rattan &; Furniture Synthetic Cirebon in the sense that the company can see internal capabilities comprehensively so that it can determine the right strategy to achieve the company's goals and desires. Internal and external factors of the company Rattan &; Furniture Synthetic Cirebon are strategic capital in increasing the company's excellence and competitiveness. Managing the resources owned effectively will support the strategy implemented. Of course, the implementation of the strategy will be successful if the company has the right strategy in improving human resources based on competence. Through improvement *Skills* And *soft skill* HR, the company will easily reach the level of excellence (Darmadi, 2022).

According to Hartanti, there are several indicators of potential HR character needed by organizations and companies, these include (Sihite, 2018);

a. Have production capabilities that can regulate and empower the use of company resources such as machinery, materials, money, and methods.
b. Have the ability to create value and move it in the company environment.
c. Have the ability to manage, optimize, empower and control the company's production resources.
d. Have commitment, motivation and sincerity in the best performance in the company environment.
e. Have the ability to participate passionately in the company's production activities, "the man that can make the place develop and grow".
f. Have the competencies needed by the company, and supported by capabilities and motivation to continue to grow.
g. Have criteria that are in accordance with the company's expectations to be placed and manage their own work independently or in teams.
h. Have responsibility and accountability so that it can be trusted.
i. Have the ability to take the right decisions and actively participate in every opportunity and opportunity obtained.
j. Have the ability to work together and animate the team in carrying out the tasks assigned by the company.
k. Have the ability to inspire and share knowledge in realizing competitive and superior performance.

The HR management strategy is related to the certainty of the company Rattan &; Furniture Synthetic Cirebon in aligning between the strategy and the path to be taken. Therefore, the first stage in developing a strategy is to conduct a self-evaluation and reading of the company's external conditions. This is needed to develop an HR management strategy to be in accordance with the company's expected goals (Tampubolon, 2016). Because basically the strategy in HR management in the company Rattan &; Furniture Synthetic Cirebon has the aim of determining the goals and targets to be achieved by developing the resources owned by the company so that it can encourage improvisation, innovation, creation so that it is more flexible in achieving company goals. In other words, this strategy builds a pattern of relationships and distribution of resources, both material and non-material so that they are arranged systemically and organized in improving the company's ability to achieve the expected goals (Darmadi, 2022). Therefore, an identification process is needed to build a relationship between the resources and corporate strategy of Rattan &; Furniture Synthetic Cirebon.

According to Nankervis, Compton, and Baird there are three types of relationships between resources and HR management strategies in increasing company excellence and competitiveness, including (Tampubolon, 2016):

1) Accommodative: A type of HR strategy that is tailored to the type of corporate and organizational strategy that has been determined with the aim of accommodating employee needs. In this case, it shows that the human resource strategy follows the business strategy of the company and organization.
2) Interactive: A type of strategy seen from the context of communication between members. This type of interactive provides an illustration that the HR communication process is carried out in two directions. This interaction provides opportunities for company members to contribute directly and respond to all strategies that have been set by the company. Thus, this type of strategy confirms that HR is the main actor who plays an active role in implementing the company's strategy.
3) Integrated: A type of strategy that connects all elements of the company in interacting both formally and informally. The integration process allows members and employees of the company to be directly involved in reflecting and implementing HR management strategies. Involvement in the process of integrating HR management strategies starts from the top *management* level to *the*

bottom management. As well as human resources who actively play a role in planning, policy, and strategy implementation.

Of the three types of relationships between resources and HR management strategies, the company can be simplified through the following scheme;

For Rattan & Furniture Synthetic Cirebon company, the implementation of strategic HR management can be considered as a tool to achieve competitive advantage. Because basically HR management is a way for companies to manage and function company resources in order to achieve better and higher company performance. According to Schuler, HR management strategy relates to the effective use of the company's human resources to achieve the company's strategic needs and goals. Meanwhile, according to Wright and McMahan, the HR management strategy is a pattern of dissemination of human resources and work activities intended to maximize the wheels of the company's organization in achieving its goals (Ariani, 2019).

CONCLUSION

Paradgima used in HR Management in Rattan &; Furniture Synthetic Cirebon company is that humans are the most important element in any and all organizations and companies. The success of an organization wants the company to achieve its goals and various objectives as well as its ability to face various challenges, both external and internal to the company Rattan &; Furniture Synthetic Cirebon. HR management in the company Rattan &; Furniture Synthetic Cirebon uses HR as a corporate strategy to increase the company's excellence and competitiveness so that it can continue to exist and be productive. There are various strategies carried out by the Rattan &; Furniture Synthetic Cirebon company in improving the strategic role of HR management, but basically the HR management strategy in the Rattan &; Furniture Synthetic Cirebon company is an effort to achieve company goals. One of the things that can be done by the Rattan &; Furniture Synthetic Cirebon company in increasing excellence and competitiveness is by accommodating, creating interaction between members, and integrating all elements in the Rattan &; Furniture Synthetic Cirebon company environment. Then as a manifestation of the role of HR management strategy, it can be seen from the competencies that must be built by the Rattan &; Furniture Synthetic Cirebon company on the resources owned. Because basically to achieve the superiority and competitiveness of the company, human resources are needed in accordance with the competencies needed in implementing the strategy. The role of HR management strategy in the Rattan &; Furniture Synthetic Cirebon company can run optimally because it is supported by qualified and competent human resources. So that the resources owned by the Rattan &; Furniture Synthetic Cirebon company can be optimized optimally. In addition to the company, Rattan &; Furniture Synthetic Cirebon conducts comprehensive readings and evaluations both internally and externally of the company.

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