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The Role of Human Resources Development (HRD) in Increasing the Competitive Advantage of Brownies Cinta Employees (PT Berkah Ridho Cinta Indonesia)

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Abstract

The rapid changes in the global business environment and intense competition drive companies to enhance competitive advantage through effective human resource management. This research elucidates the strategic role of Human Resource Development (HRD) in improving the competitive advantage of employees at PT Ridho Berkah Cinta Indonesia, known as Brownies Cinta. This qualitative study adopts a triangulation approach through in-depth interviews with HRD to understand the role of HRD in recruitment, training, performance management, and employee skill development. The research findings indicate that HRD plays a crucial role in designing HR strategies, encompassing the enhancement of religious knowledge, general knowledge, and skills among employees. Nevertheless, there is potential to improve the digital ecosystem as a step towards competitive advantage in the digital era. The research's conclusion emphasizes the urgency of HRD's role in creating an innovative and responsive organizational culture, highlighting the need for digital strategy integration to meet employee needs and face future challenges.

1. INTRODUCTION

In this era of fast-moving external environment and increasingly fierce business competition, the economy has become increasingly globalized. The success of a company is not only determined by its product or service. Very rapid changes in technology, global markets and consumer demands mean that companies have to improve in various aspects. Companies today must continue to change in order to remain competitive and have a competitive advantage when operating in a fast-paced and ever-changing environment (Herlina, Tukiran, Yusnita, Hermansyah, & Andrianto, 2022). So that companies can survive, compete and win the competition through sustainable competitive advantage, there is no other way than to make management changes (Suryaningtyas & Asna, 2016).

Many small and medium companies still tend to ignore the importance of Human Resources (HR) in their overall operations. However, in reality, a paradigm shift in the role of HR management is needed to survive and compete. Human resources are no longer a mere supporting element, but are considered the main determining factor in achieving competitive advantage. Therefore, companies must change their view of HR management from a position that is considered less important to an element that plays a strategic role in the company's success in competition.

Ulrich's 1997 human resource transformation concept, which includes the roles of strategic partner, change agent, employee champion, and administrative expert, has become a guide for many companies throughout the world. By taking on these strategic roles, it is hoped that companies will be able to increase their competitiveness in the market and realize that human resource management is not only a supporting part, but is the core of the company's success in facing increasingly complex challenges.

In general, when companies compete in labor competition and improve company quality, they pay attention to employees' abilities in dealing with company problems and looking for solutions, both internal and external. Therefore, Human Resource Development (HRD) is here to improve the quality of employees who have just joined the company

and those who are already working at the company. The role and duties of HRD in general are to recruit, select, develop and train employees so that they can perform better and provide satisfaction, so that they can improve their performance and contribute to the company's achievements, and employees can compete with other companies.

In addition, as employees develop, they must be able to understand the company's strengths and be able to develop these strengths. Increasing the capabilities and skills of human resources (HR) is an important part of achieving competitive advantage in today's highly competitive business environment. To achieve this, managing human resource development is very important. This process includes planning, implementing, and evaluating strategic approaches to help a company's employees achieve desired skill levels. Human resource development management is a series of activities aimed at increasing employee capabilities and productivity. In this context, it is necessary to increase competitive advantage at the individual level to create a great team that can contribute to the success of the company.

According to (Li, et al, in Ismanto, 2020, p. 167), competitive advantage is the ability of a company to create value or advantages that other companies do not have, and are imitated by competitors. This development can include various strategies, such as employee training and development, orientation programs, and implementing an effective performance appraisal system. HRD's important role in achieving competitive advantage lies in its ability to shape, develop and motivate the workforce according to the company's vision and mission. By understanding changes in the business environment, technology and market needs, HRD can act as a catalyst in creating an innovative, responsive and adaptive organizational culture.

Human Resource Development (HRD) is not just about training or developing employee skills; this involves changing the overall organizational culture, empowering individuals, and creating a work environment that supports collective growth. An employee's competitive advantage lies not only in having certain skills, but also in the extent to which the company can provide support and opportunities for personal growth and development. The food industry is a high-risk and very complex industry with a high level of competition.

PT Ridho Berkah Cinta Indonesia, popularly known as Brownies Cinta, is a food company in Indonesia that focuses on brownie production. This company was founded in 2010 by Mr. Fauzi Yuniato and Mrs. Puspito Sari. This company, which is based in Karanganyar Regency and has many branches, provides various types of brownies and bakeries with various flavors as well as food souvenirs from various partners.

After conducting observations and interviews at HRD Brownies Cinta which is located on Jalan Dr. Muwardi, East Cangakan, Cangakan, Karanganyar District, Karanganyar Regency, researchers found problems related to less than optimal systemization as is generally found in large companies, lack of innovation developed by employees, and complaints from employees regarding work aspects. Therefore, the aim of this research is to explore information on the extent of the role of HRD in increasing competitive advantage for employees at Brownies Cinta."

2 RESEARCH METHODOLOGY

This research adopts a qualitative approach, which is in accordance with the concept of qualitative research methods put forward by Sugiyono. This qualitative research method is based on the philosophy of positivism, where the researcher acts as the main tool in collecting data with an approach using triangulation techniques, which is a combination of various approaches, to explore information about the condition of natural objects and involves in-depth data collection, qualitative analysis data, and emphasizes the significance of research results rather than generalizations (Sugiyono, 2019). Therefore, the definition of qualitative research methods is research that aims to discover in-depth

phenomena through data collection techniques, data analysis, and qualitative results using triangulation (Haryono, 2023).

A qualitative approach was chosen because this research aims to understand in depth the role of HRD in increasing employee competitive advantage and requires a more detailed and descriptive analysis. The data used is primary data obtained through the in-dept interview method. in-dept interview is a process of interaction between researchers and informants or research subjects which aims to collect detailed information through in-depth questions and answers (Pratama, Atmajaya, & Negara, 2023). In collecting data, researchers used interview techniques, interviews were conducted directly with the owners of research facilities to obtain very accurate data (Hanyfah, Fernandes, & Budiarso, 2022).

In this context, interviews are conducted face to face with HR Learning and Development. The interview technique was carried out to find out directly the role of human resource development (HRD) in increasing the competitive advantage of employees at the Brownies Cinta Karanganyar company. The data obtained was analyzed using qualitative descriptive analysis techniques, especially through presenting the data in the form of narrative descriptions.

3. RESULTS AND DISCUSSION

3.1 The role of HRD in Brownies Cinta employees

A leader is a person whose job is to lead, direct and guide individuals or groups to achieve certain goals. A good leader's attitude can have a positive impact on the performance and development of the group and organization they lead. Leaders have a role that can create a structured company climate and produce appropriate output in accordance with the targets and goals of the organization. In order to answer global market challenges while increasing competitive advantage, the role and function of human resources has changed from basic and traditional to strategic business roles and functions (Komala, 2021).

The explanation above is the same as Human Resource Development (HRD) when becoming a leader in a company. The important role of HRD in a company is to manage, manage and develop. Apart from that, HRD also has a role as the right hand of the company owner, developing human resources (HR), and maintaining company cultural values and implementing them to achieve the company's vision and mission. Therefore, having a leadership spirit is an important thing for an HRD person to have.

3.2 HRD Duties

Human Resource Development (HRD) has an important responsibility in leading a company and determining its success. HRD tasks, such as recruitment, training, compensable and benefits, and performance management, are very crucial to be carried out well to ensure the company's growth and development.

Recruitment is the first step taken by HRD to attract and select prospective applicants who suit the company's needs. At Brownies Cinta, recruitment does not only include the selection of new employees, but also involves an assessment and training period to assess the abilities and suitability of potential employees.

Training is an important process in HRD which aims to provide special knowledge and skills to employees. The aim of training is to improve employee performance by providing effective learning in a short time, as well as developing the necessary skills.

Compensable and Benefits (compensation and benefits) are other aspects managed by HRD. Compensation given to employees, as done by Brownies Cinta, can be in the form of additional salary if the employee succeeds in exceeding the set targets. This compensation is not only an award, but also a motivation for employees to achieve the best results.

Performance management is managing employee performance to maintain or improve their performance. In this case, HRD at Brownies Cinta uses performance reports for one year to determine employee salaries for the following year. This step aims to provide incentives to employees who have performed well.

Overall, the results of interviews with HRD Brownies Cinta show that the HRD strategy focuses on good recruitment, effective training, compensation that provides motivation, and performance management that supports employee growth and company success.

3.4 HRD objectives

The objectives of HRD, if described, include the following:

a) Recruiting new employees to meet the company's human resource needs.
b) Increasing employee competency so they can continue to compete.
c) As a liaison between company owners and employees, HRD must be able to mediate between company owners and employees so that employees know what goals to achieve.
d) Listening to various aspirations from employees, HRD must listen to complaints from employees so that HRD can create appropriate systems or policies.
e) Maintain and implement company policies and procedures for employees.
f) Providing career path opportunities to employees who have high performance to improve their performance.
g) Provide training to employees who have the potential to develop their skills.

3.5 Steps in Increasing the Competitive Advantage of Brownies Cinta Employees

a. Improving Employee Performance through Human Resources Practice Strategies

Employee performance is the main determining factor in the success of a company, and human resource (HR) management is an integral part of strategic planning that supports company continuity. To increase the company's success, it is necessary to update the HR function through effective HR practice strategies. Careful HR planning can make a significant contribution to improving employee performance. To achieve this, HRD needs to take strategic steps in leading, guiding and managing in order to develop the potential of employees and, as a whole, the company. The following are the results of the interview with HRD Brownies Cinta:

b. Application of Training Need Analysis (TNA):

Through TNA, HRD Brownies Cinta provides materials, training and skills according to the needs of each division. This HR function update includes improvements in terms of religious knowledge for employees. Thus, this strategy shows the important role of training in honing employee skills and providing a foundation of religious knowledge as an integral part of their development.

c. Provide Training:

Providing training to employees is a strategic step to improve individual abilities and expertise. The importance of training lies in adapting the material to the needs of the division, ensuring that each employee can contribute optimally according to job demands. Identifying employee potential and providing special training to them is also an effort to support individual development and ensure their potential is implemented to the maximum.

d. Knowledge Increase:

Increasing employee knowledge is an important initiative to develop professional

abilities. By providing access and support, companies ensure that employees have a deep understanding of the field of work and the industry in which they operate. Increased knowledge also opens the door to innovation and creativity, which can ultimately improve employee performance.

e. Skill Upgrade:

In the modern era, skills have become a crucial factor for employee success. Improving and developing employee skills is an initiative that supports adaptation and competition in an ever-changing job market. Providing access and support for skills development not only provides benefits at an individual level but also creates teams that are more competent and ready to face the demands of the modern era.

f. Increasing Religious Knowledge:

The importance of religious knowledge in the world of work cannot be ignored. The company's initiative to increase the understanding and practice of religious knowledge among employees not only provides benefits in terms of spiritual needs, but also creates a work environment that encourages moral and ethical values. A deep understanding of religious values can help employees maintain ethics and integrity in various aspects of their professional lives.

By combining planned HR strategies and practices focused on employee development, companies can gain greater competitive advantage through increased performance and optimal contributions from the entire team.

4 CLOSING

Based on the results of research and discussion, it can be concluded:

4.1 The role of Human Resources Development (HRD) in the Brownies Cinta company has a very crucial position, considering its task as a liaison responsible for training, assessment, management and development of human resources. In this case, the role of HRD is not only ensuring that employees have the necessary skills to complete their tasks, but also contributing to the formation of solid cooperation among team members.

4.2 The importance of HRD's role in achieving company goals is very visible, where HRD has the responsibility to search for, select and develop employees who not only have potential but also achievements. Through steps such as providing training appropriate to the field of work, increasing employees' knowledge, skills and understanding of religion, HRD strives to ensure that each individual can compete effectively within the company.

4.3 Even though various efforts have been made, such as improving the quality of employees through selection and training, there are records that HRD has not fully built a digital ecosystem. This step is important to increase employee competitive advantages in this digital era. Therefore, it is necessary to consider integrating digital strategies to ensure that companies not only meet the needs of today's employees but are also ready to face changes and challenges in the future.

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