

Strategy of Human Resource Management Development in Increasing the Competitive Advantage of Small and Medium Enterprises (Case Study of MSMEs Lepo Lorun Ikat Weaving Center, Nita Village, Sikka Regency)



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ABSTRACT: This research aims to determine and analyze SHRM strategies, which can achieve compatibility between business strategy and HR strategy, increase employee productivity and performance, increase employee satisfaction and engagement, and achieve competitive advantage in the competitive market of ikat woven micro, small and medium enterprises Lepo Lorun and knowing and analyzing the application of SHRM to improve human resources at Lepo Lorun MSMEs so that they have the ability to compete with every MSME in Sikka Regency. The type of research used is qualitative research which is generally carried out through a case study approach. The data analysis technique used in this research is historical analysis, data reduction, presentation and drawing conclusions. Lepo Lorun is also an ideal example of how culture is preserved by commercializing the culture itself. In the context of Lepo Lorun, its existence seems to save local cultural products such as weaving and other handicrafts. To develop the ikat weaving business, the Lepo Lorun group has several development strategies. These development strategies cover all production activities starting from the provision of raw materials, product diversification, weaving equipment and infrastructure, management organization, marketing and passing on weaving knowledge and skills. These development strategies aim to maintain and improve the quality of their production results.

KEYWORDS: Strategy, Human Resource Management Development, Competitive Advantage

I. INTRODUCTION

National development is an effort to improve the quality of Indonesian people and society which is carried out in a sustainable manner based on national capabilities, utilizing advances in science and technology and paying attention to global development challenges. Economic development which was originally oriented towards the growth of large-scale industries shifted to economic development which emphasized more on the people's economy.

The challenges and obstacles faced by developing countries are getting bigger regardless of the economic crisis that is occurring. Competition between nations is increasingly fierce. This can be seen from the economic integration and regionalization that is currently sweeping the world, which has greatly influenced the world economic order.

Small industry is one of the backbones of the Indonesian economy and it has been proven that in difficult economic conditions small and medium industries are actually better able to survive, for this reason small and medium businesses need to be developed, one of which is by improving the quality of human resources.

Micro, Small and Medium Enterprises (MSMEs) are a type of business that is run on a small to medium scale. MSMEs are not subsidiaries of companies, branches of companies or parts of large companies or businesses.

In Law Number 20 of 2008 concerning Micro, Small and Medium Enterprises. The role of MSMEs itself is quite large in driving economic growth. MSMEs play a role in expanding employment opportunities and absorbing the workforce. The vital role of MSMEs will be felt in the formation of GDP (Gross Domestic Product).

Micro, Small and Medium Enterprises carried out by the community are less developed due to the limited capacity of Human Resources (HR) who are unable to determine policies and develop appropriate strategies according to market developments. So

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far, the problems that often arise in MSMEs are low capital resources and also low quality of human resources in developing MSMEs.

Low capital resources can be overcome by the existence of a very well-known non-bank financial institution in the NTT province, namely cooperatives. The presence of cooperatives provides great benefits for the community because one of the working systems of cooperatives is to distribute funds to the community in the form of loans.

Sikka Regency is one of the districts in East Nusa Tenggara (NTT) Province. Sikka Regency consists of several sub-districts and villages with an area of 1,732 km². There are 21 sub-districts and 147 villages. Sikka Regency is currently in the category of one of the developing districts in East Nusa Tenggara (NTT) Province. If you look at the number of villages and sub-districts, most of the people in the villages work in the agricultural, plantation and traditional crafts sectors.

In an effort to distribute the livelihood results of the people of Sikka Regency, a forum for Micro, Small and Medium Enterprises (MSMEs) was formed. One type of business that is not like an MSME company must have good management, as is the case in one of the MSMEs in Sikka Regency. The number of MSMEs registered at the Sikka Regency Trade, Cooperative and MSME Service is 2,154, one of which is the Lepo Lorun Ikat Weaving Center (STILL) MSME located in Nita Village, Nita District, Sikka Regency.

STILL is engaged in the traditional ikat woven products business with the specialty of ikat woven products being the application of Natural Dyes (ZAT) / nature colors which are extracted from plants / vegetables which produce color pigments and use natural threads (fan spun). The results of this product are adapted and intended for traditional sarong products, various clothing materials and various complementary household furnishing materials as well as clothing accessories and souvenir products.

As an MSME operating in the craftsman sector, STILL is required to have adequate human resources in carrying out the management of MSMEs and in the process of making ikat weaving. Based on data obtained from UMKM STILL, the number of workers or employees working is 30 people with details, 5 senior employees who are mentors, and 25 teenage employees who are still being trained in the ikat weaving process.

In the process of making ikat weaving, it still uses traditional tools and materials and a very small number of employees. STILL produces and produces around 1,050 items during one year of product production. Even though some of the proceeds are rented and sold, this is not the main purpose but rather for education and preserving culture. Not only ikat sarongs, STILL also produces souvenirs in the form of wallets, various bags, cellphone cases, vests and scarves. The following is product sales data at the Lepo Lorun Ikat Weaving Center:

Table 1. Product sales data at the Lepo Lorun Ikat Weaving Center

Year	Number of Products	Price	Total
2019	2308	Rp. 1,000,000	Rp. 2,308,000,000
2020	1236	Rp. 1,000,000	Rp. 1,236,000,000
2021	1050	Rp. 1,000,000	Rp. 1,050,000,000

Source: Sikka Regency Trade, Cooperatives and UMKM Service

Based on the table above, it can be said that sales of STILL products have decreased every year. As an MSME that aims to provide innovative platforms and modify cultural technology through ikat weaving craftsmen, the factor causing the decline is the lack of resources to search for, develop or expand its own market which is very dependent on competitive advantage.

Initial conditions: The human resources of employees working at Lepo Lorun weaving, on average, have middle to lower level skills, and learn independently, then develop using modern tools and materials which are continuously and continuously provided with technical assistance and training to increase the number and product quality in accordance with consumer needs. The following is data on the production of sarongs and scarves in ikat lepo lorun weaving, which currently still uses traditional tools and materials.

Table 2. Production Data for Sarong Products from the Lepo Lorun Ikat Weaving Center for July-December 2019 and January-June 2020

2019			2020	
No	Month	Production Quantity (sheets)	Month	Production Quantity (sheets)
1.	July	24 sheets	January	22 sheets

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2.	August	12 sheets	February	22 sheets
3.	September	23 sheets	March	10 sheets
4.	October	22 sheets	April	-
5.	November	23 sheets	May	15 sheets
6.	December	20 sheets	June	22 sheets
Total Production		130 sheets	Total Production	91 sheets

Table 3. Production Data for Shawl Products from the Lepo Lorun Ikat Weaving Center for July-December 2019 and January-June 2020

2019			2020	
No	Month	Production Quantity (sheets)	Month	Production Quantity (sheets)
1.	July	45 sheets	January	-
2.	August	23 sheets	February	22 sheets
3.	September	23 sheets	March	10 sheets
4.	October	23 sheets	April	-
5.	November	23 sheets	May	2 sheets
6.	December	5 sheets	June	2 sheets
Total Products		142 sheets	Total Products	36 sheets

Based on the two tables above (data on production of sarongs and shawls) it can be seen that from July to December 2019 and January to June 2020 each month the number of sarongs and shawls produced fluctuated, this is thought to be caused by difficult selling prices. reachable by consumers and interest from consumers. Apart from these reasons, internal factors that cause unstable production numbers are the number of employees working and their abilities in the work process as well as inadequate work management and employee human resources in using modern tools and materials in weaving.

It is known that human resource management currently implemented uses a knowledge inheritance pattern, meaning that if there are new employees, they will be trained by seniors, and the number of seniors who train them is also limited. Apart from that, production still uses traditional tools, because employees rarely use tools that have been prepared in a modern way. These factors are why the Lepo Lorun Ikat Weaving Center must strive to implement SHRM to increase the competitive advantage of Lepo Lorun ikat production. One way to do this is by joining employees in training activities related to production results.

According to Desler (2006), the quality of human resources is very important and is an intangible asset, such as brand recognition, innovation, knowledge, as well as quality and consumer satisfaction. MSMEs need to make appropriate plans and strategies, so that they can develop well by formulating SHRM to face three big challenges, namely, (1) efforts to improve business performance, (2) employees must have skills to help develop the company, and (3) Business owners must be able to create reliable strategies, not just carry them out.

Several other problems with Micro, Small and Medium Enterprises are caused by the inadequate ability of human resources (HR) to implement strategies for utilizing human resources appropriately.

According to Shuler (1995) that SMEs need Strategic Human Resource Management (SHRM) with the concept, namely: (1) Human Resource Philosophy, the way an organization views human resources in the organization, (2) Human Resource Policy, a policy determined by the organization in bridging certain 'values' and business needs, (3) Human Resource programs, efforts coordinated by the organization specifically aimed at starting to spread and maintain the organization's strategy, and maintaining the organization's strategy, (4) Human Resource Practices, which are the embodiment of leadership patterns, managerial, operational of an organization, (5) Human Resource Process, how all human resource activities are identified, formulated and implemented in an organization.

SHRM is rooted in the ability to plan the workforce, emphasizes the importance of effective management of people as a source of competitive advantage and emphasizes the strategic role of the human resources function (Truss and Gratton, 1994). Apart from SHRM, innovation is needed which must be carried out continuously to dominate the market (Suryana, 2013, p.).

By implementing SHRM, organizations are expected to achieve compatibility between business strategy and HR strategy, increase employee productivity and performance, increase employee satisfaction and engagement, and achieve competitive advantage in a competitive market.

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Griffin (2004) points out that after the innovation is successfully introduced by an entrepreneur, other entrepreneurs follow suit so that the new product and technology spreads in economic life. According to Levie and Kathryn (1987: 235), innovation is an invention that has never been done before. The same opinion states that innovation is an effort made by an organization to develop new products or services, or new uses for existing products or services.

Research conducted by Asteri (2021) states that in developing the Lepo Lorun ikat weaving business, there are several strategies starting from providing raw materials, product diversification, weaving equipment, management organization, marketing and passing on knowledge and weaving skills.

Research conducted by Wiratama (2013) stated that company management has problems with employment issues so that this company can carry out a business development strategy in the form of focusing on the consumer market segment. By making improvements within the company internally related to workforce.

Rahayu (2018) said that there is a need to increase the quantity and quality of technical training assistance for production, finance, marketing and entrepreneurship as well as guidance and consultation services in aspects of business development services including production, marketing and partnership activities as well as the application of appropriate technology.

Based on the results of previous research that has not discussed SHRM, the application of SHRM can achieve compatibility between business strategy and HR strategy, increasing employee productivity and performance, therefore researchers are interested in research by focusing on HR strategy.

II. THEORETICAL REVIEW

A. Human Resources Theory

Every organization or company needs human resources to achieve its goals. Resources are sources of energy, power, strength needed to create power, movement, activity, activity and action. These resources include natural resources, financial resources, human resources, scientific resources and technological resources. Among these resources, the most important resource is human resources.

According to Umam and Athoilah (2021:234) that human resource development is an effort with the aim of improving employee skills through education, training and final development in order to carry out their duties as employees and have a long-term cycle. Human Resources are resources that are used to mobilize and synergize other resources to achieve organizational goals.

Sumarsono (2003) states that human resources contain two meanings. First, there are work efforts or services that can be provided in the production process. In other cases, HR reflects the quality of effort given by someone in a certain time to produce goods and services. The second meaning, human resources relate to people who are able to work to provide services and work efforts and are able to carry out economic activities.

B. Human Resource Planning Theory

Human resource planning is a process/step that will be carried out on Human Resources in an organization (either in a company or in an educational institution), namely in the form of procuring the right Human Resources (personnel/staffing personnel), at the right time, as an effort to achieve the set goals.

Human resource development is an effort with the aim of improving employee skills through education, training and career development in order to carry out their duties as employees and has a long-term cycle. Human resource planning is the process by which management ensures that they have the number and type of people assigned according to their abilities and tasks who will help the organization to achieve its overall goals effectively and efficiently. According to Desler (200), HR planning is expected for organizations to be able to manage existing HR towards increasing the competency and quality of HR, so that they obtain a competitive advantage in order to win competition in an increasingly business environment. According to Imadudi and Pamudy (2019:50) state that with HR planning it is hoped that organizations will be able to manage existing HR towards increasing the competency and quality of HR, so that they obtain a competitive advantage in order to win the competition in an increasingly competitive business environment.

C. Employment Management Theory

According to Kusumowindo (2004: 193) labor is the total number of residents in a country who can produce goods and/or services if there is demand for their labor, and if they are willing to participate in these activities. According to Law no. 13 of 2003 Chapter I article 1 paragraph 2 states that labor is every person who is able to do work to produce goods and/or services either to meet their own needs or for the community.

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In economic terms, what is meant by the term human labor (or labor) is not merely human power for hoeing, sawing, carpentry and all other physical activities. What is meant here is not just labor or workforce, but more broadly, namely human resources. In the term or understanding of human resources, all human attributes or abilities are collected which can be contributed to enable the production process of goods and services.

III. METHOD

The type of research used is qualitative research which is generally carried out through a case study approach. A case study is research with problem characteristics related to the background and current conditions of the particular object being studied. In general, a case study is a more suitable strategy if the main research question is related to "How and Why", if the researcher has little opportunity to control the events to be investigated and the focus of the research is on contemporary phenomena in a real life context. This research was carried out through case and field studies with problem characteristics related to the background and current conditions of the particular object under study, which occurred in the Mirko Small and Medium Enterprises of weaving craftsmen in Sikka Regency with the scope of the research being Nita District.

The informant used was Mrs. Alfonsa Horeng as one of the processors and at the same time the initiator of the Lepo Lorun UMKM, because she was thought to be able to provide answers related to the existing human resources at Lepo Lorun as well as forms of marketing strategies for the Lepo Lorun UMKM production. To maintain the image or characteristics of UMKM Lepo Lorun which aims to maintain the culture that has been passed down from generation to generation, as well as introducing ikat woven products and other products. Mama Gonda is a teacher and senior in the Lepo Lorun UMKM who provides additional information about lepo lorun.

The data analysis technique used in this research is historical analysis, data reduction, presentation and drawing conclusions. Interpretation or interpretation of history is often called historical analysis. Analysis itself means to explain, and is terminologically different from synthesis which means to unite. Analysis and synthesis are seen as the main methods of interpretation. According to Helius Sjamsuddin (1996), historical data analysis techniques are historical data analysis that uses source criticism as a method for assessing the sources used in writing history. In this way, researchers will look historically at the origins of Lepo Lorun, which until now has developed quite rapidly and has become an MSME.

IV. DISCUSSION

A. Human Resource Management Strategy to Increase Competitive Advantage of Lepo Lorun Ikat Weaving Production Results

Human resources are known to be one of the assets owned by a company to be able to provide success and defense. Employees must be able to show their commitment to the company to be able to help provide developments in the company's development conditions. According to Kamawati, every human resource must be able to adapt to changes that have occurred to ensure that the company can continue to maintain its defense.

What is important for MSME Lepo Lorun is to ensure that employees can give their commitment to the company so that the company can obtain defense. As is known, globalization has provided progress to the world by involving technology to compete. This problem means that the company must be able to change several strategies that it has implemented in its business. In relation to the competitive advantage of production results, Lepo Lorun ikat weaving MSMEs can continue to use traditional production tools and materials. Fabric making cannot be separated from the raw materials used. The main ingredient of fabric is fiber. In ancient times, people used wood fiber, to obtain fiber using banyan roots. Because the development uses cotton fiber, cotton is grown on plantations or in yards. After planting and caring for it while waiting for it to bear fruit. After that, it is picked and then dried in the sun until dry.

After that, peel it, massage it and finally clean it. The cotton must be dried in the sun so that it can develop easily so that the seeds can be easily separated. After the cotton is dried in the sun, the cotton is separated from the seeds using a tool called a "keho".

This tool was used until the 1970s. People use two methods of spinning, namely using a cotton puter or peto and using a thread spinning wheel or "jata kappa". This tool is made of wood. After being spun, the thread is rolled into a lump or ball with a tool called a "reong". The thread in the form of lumps is stretched again on a tool called a "plapan". Some of the tools used in making thread include:

- 1) Keho: tool for separating cotton seeds and fibers.

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- 2) Weting: a tool for tanning cotton fibers processed from a keho tool so that they become smooth. This tool is made from bamboo strips which are sliced and then tied with a string to resemble a bow. The second tool is a branched bamboo twig which is used as a bowstring tweezer or picker.
- 3) Dasa: a tool for spinning cotton into thread. This tool is used to be made from a wooden block.
- 4) Reong: a tool for winding thread. Laen: a tool for untangling threads. This tool is made from a piece of wood which is slightly longer than the ends are given a rather short bar and the shape resembles a large letter I.
- 5) Seler: a tool used to untangle threads so that they are rolled back into lumps. This tool consists of pieces of wood made in a rectangular or hexagonal shape.
- 6) Board: a tool for stretching threads in the form of lumps to make motifs. This tool is rectangular in shape and is made from wood and bamboo.
- 7) Ai ler: a tool that is placed on the weaver's waist and tied to wood. Pine: a tool that is used to hold the threads when weaving.
- 8) Ai gemer: a tool made of wood used to pin sarrung.
- 9) Ai Tuan: a tool for stretching woven threads, this tool is made of wood.
- 10) Tu'un: a tool on which the weaver rests his feet while weaving.
- 11) Pati: a loom for fastening the weft threads (lodon). This tool is made of hard wood.
- 12) Ekur: a tool for organizing "lungsi" (geran) goods. Ekur is made from parts of areca nut, its shape is the size of your little finger.
- 13) Bolen: a tool for arranging the shape of a warp which is usually made from one segment of bamboo hair and is used as a place to round the threads.
- 14) Sipe: a tool for adjusting the position of the threads so that the threads are divided into two paths, namely the upper and lower paths. This tool is made from slices or blades of palm stems and there are two of them.
- 15) Legun: a tool consisting of half a bamboo reed segment into which a roll of woven "lodon" or "weft" thread is inserted.
- 16) Tunger: part of the areca nut / bamboo stem which is useful for holding the tuun.

Human resources are the only resources that have feelings, desires, skills, knowledge, encouragement, power and work (ratio, taste and intention). All of these human resource potentials influence the organization's efforts to achieve its goals. No matter how advanced technology, information development, availability of capital and adequate materials, without Human Resources it is difficult for an organization to achieve its goals. Lepo Lorun MSMEs must understand that human resources must be interpreted as a source of strength that comes from people who can be utilized by the organization.

B. Implementation of Strategic Human Resource Management (SHRM) in Increasing Competitive Advantage in Micro, Small and Medium Enterprises Ikat Lepo Lorun Weaving

In implementing strategies to utilize human resources appropriately, Central MSMEs for weaving ikat lepo lorun must require Strategic Human Resource Management (SHRM) with the concept of five (5) Ps, namely: (1) Human Resource Philosophy, namely the way an organization views its human resources. existing within the organization, (2) Human Resource Policy, which is a policy determined by the organization in bridging certain values and business needs, (3) Human Resource Programs, namely efforts coordinated by the organization specifically aimed at starting to spread and maintain the organization's strategy, (4) Human Resource Practices, namely the embodiment of the Inayati Point pattern, HR Management Strategy, Market Orientation, leadership, managerial, operational of an organization, (5) Human Resource Process, namely how all HR activities are identified, formulated and implemented in an organization. SHRM is rooted in the ability to plan the workforce, emphasizes the importance of effective management of people as a source of competitive advantage and emphasizes the strategic role of the HR function.

This effort was carried out in order to increase the competitive advantage of Lepo Lorun ikat weaving MSMEs. SHRM is an alternative solution and something that must be implemented in Lepo Lorun, because excellence requires a profit strategy to compete more effectively in the market. The strategy designed aims to achieve continuous long-term competitive advantage, so that Lepo Lorun MSMEs can continue to dominate the market, and even become leaders amidst this competition. In order to have a competitive advantage, it must be able to create more economic value than other companies that also carry out similar actions in an industry or market.

This can be done with the first step being to increase the number of employees working on weaving. Employees who are prepared to weave are given training simultaneously and the process of making ikat weaving must be passed down in written form, making it easier for a business with the aim of improving employee skills through education, training and final development in order to carry out their duties as employees and have a long-term cycle.

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In simple terms, Lepo Lorun MSMEs can do it in three steps, namely as follows:

- 1) Assess current human resources.
- 2) Assess future human resource needs.
- 3) Develop a program to meet future human resource needs.

These three steps will make it easier to plan the workforce to suit the company's needs and be effective and efficient in helping to realize goals.

With HR planning, it is hoped that Lepo Lorun will be able to manage existing HR towards increasing the competency and quality of HR, so that a competitive advantage is obtained to win the competition in an increasingly competitive business environment.

In this way, the objectives of the human resource planning theory in Lepo Lorun MSMEs using the application of SHRM can be implemented. The objectives to be achieved are as follows:

- 1) To avoid mismanagement and overlap in the implementation of tasks.
- 2) To determine the quality and quantity of employees who will fill all positions.
- 3) To ensure the availability of current and future workforce, so that someone can do it for every job.
- 4) To serve as a guideline in establishing employee withdrawal, selection, development, compensation, integration, maintenance, discipline and termination programs.

In this case, Lepo Lorun needs a role from the field of human resources management to help control employee behavior in completing their work. Basically, employee performance needs to be paid attention to, but this action cannot be carried out by company leaders, so human resource management was formed to help provide control and motivation to employees.

According to Iskandar, companies must be able to provide satisfaction to employees at work so that they can form a commitment. Basically, commitment within Lepo Lorun MSMEs is one of the most important things that can make employees loyal and continue to dedicate their lives to the development of MSMEs. Through this commitment, employees can be more confident in participating in every development and change that occurs within the company.

V. CONCLUSIONS

A. Conclusion

Lepo Lorun is also an ideal example of how culture is preserved by commercializing the culture itself. In the context of Lepo Lorun, its existence seems to save local cultural products such as weaving and other handicrafts. To develop the ikat weaving business, the Lepo Lorun group has several development strategies.

These development strategies cover all production activities starting from the provision of raw materials, product diversification, weaving equipment and infrastructure, management organization, marketing and passing on weaving knowledge and skills. These development strategies aim to maintain and improve the quality of their production results.

B. Limitations

Limitations in variable development and theory implementation that can provide readers with a deeper understanding. In conducting research, researchers had difficulty in carrying out developments using interview methods with employees at Lepo Lorun because not all employees knew the management of Lepo Lorun. This knowledge only belonged to one person and was not passed down through writing. So to complete the primary data, the researcher interviewed people who had worked at Lepo Lorun again to be able to provide a real view of the employees.

C. Suggestion

- 1) For the Sikka Regency Government

It must be acknowledged that the existence of Lepo Lorun as an ikat weaving house has played a part in popularizing or promoting tourism in Sikka Regency. This is proven by the large number of visitors both from within the country and from abroad who come to visit this weaving house. This certainly has a positive impact on tourism in Sikka Regency. Therefore, the government must take part in the development of the Lepo Lorun weaving house. There are several things that the Sikka Regency government can do, including; This active government involvement is evident in providing practical material assistance such as financial assistance and infrastructure that supports the activities of the Lepo Lorun group. At the same time, the government also organized similar groups by creating comparative study programs between groups in order to enrich the knowledge of each member of similar groups, including the Lepo Lorun group. Apart from that, the government, through related agencies, provides technical guidance as an effort to empower members of the Lepo Lorun group so that this group continues to exist and survive amidst the onslaught of foreign products.

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2) For Lepo Lorun Ikat Weaving employees

Employees who work at Lepo Lorun are advised to care for and maintain the uniqueness of Lepo Lorun products which have been passed down from generation to generation. This is important because the specialty of a product can be seen from the uniqueness of the product itself. Apart from maintaining product uniqueness, employees must also pay attention to the quality of a product so that it can compete with other products at regional, national and international levels. At the same time, the Lepo Lorun group also has the responsibility to pass on weaving skills, the uniqueness and quality of products and aspects of solidarity between Lepo Lorun employees to future generations such as their children and grandchildren and the wider community.

3) For future researchers

Suggestions that can be given from this research are the development of variables and implementation of theories that can provide a deeper understanding to readers. Suggestions for further research are that researchers can develop using interview methods with employees within the company to be able to provide a real view from employees. The suggestion for companies is to pay more attention to the importance of implementing strategic human resource management within the company to increase employee commitment.

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