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Excellent Human Resource Management in Business Practices: Achieving Sustainable

Sudarmo

Sekolah Tinggi Ilmu Ekonomi Balikpapan, Indonesia

Corresponding author email: sudarmo@stiebalikpapan.ac.id

Abstract---*This business study examines experts' and academics' opinions on managing human resources (HR) in business activities to obtain sustainable benefits. Listening to experts' opinion that business activities will bring huge sustainable benefits if each company or organization empowers excellent human resources when they want to get profit and sustainability in the future and other benefits. To prove the experts' opinions, we have conducted a series of data collection consisting of literature searches, observations, and documentation to prove these assumptions. Furthermore, the data were analyzed by defining research questions, collecting answers by sharpening correlations and comparisons between questions and answers or findings. Finally, we interpret in-depth whether the findings are valid and reliable – we do this with a phenomenological design approach. Based on the data and analysis results above, it can be concluded that empowering superior human resources in the company's program will undoubtedly achieve sustainable benefits because managing HR in the company will significantly affect the profitably sustainable outcome. Therefore, this study's outcomes will help academics and policymakers design new companies and educational HR management.*

Keywords--- *business activities, business profit, excellent HR, management, sustainability.*

Introduction

Often we hear the question, what is the company's strategy if it wants to increase operational productivity to bring more significant overall and sustainable profit? One of the things that companies can do for better performance is to recruit human resources with high standards and with the right qualifications according to company needs. However, is it enough that just having the best graduate employees can make a company superior to competitors? Good human resource management for an organization does not stop at the recruitment stage. The business world is undoubtedly experiencing a dynamic trend. It demands a variety of businesses to adapt to existing trends to remain superior in consumers' eyes. Five years ago, what was implemented to attract market attention was not necessarily effective this year. Likewise, the human resources owned by the company must continue to be developed. Those who excel when recruited for the first time do not necessarily have sufficient expertise to carry out corporate strategies today. It is essential to understand the human resource management function. Based on these questions, we want to hear how excellent human resource management in business activities can be achieving sustainable profits (Cook et al., 2004; Achtenhagen et al., 2013).

Before discussing the human resource management function and its impact on company performance, let us revisit management's memory. In general, the definition of management is a series of principles and activities aimed at utilizing available resources effectively and efficiently to achieve one or multiple objectives. The resources in question include the assets owned by the company, including human resources. Human resources who have joined a company or organization need to be managed with a sustainable strategy. Thus the company's target in a certain period in the future can be achieved. Referring to the definition of what is meant by management above, human resource management, in this case, is managing human resources as a company asset to help the company or organization gain a competitive advantage. Besides that, the right human resources are undoubtedly crucial to achieving the company's targets, both in the short and long term. HR management is designed to maximize HR

capabilities in providing services, especially in meeting the company's strategic objectives. The scope of human resource management, among others, recruitment and selection process.

The critical role of human resource management for company profitability is essential in modern business practice. The increasing number of foreign workers in Indonesia does not mean that Indonesia's human resources quality will be threatened. The current generation of Indonesian millennials has competitive competitiveness, so it is up to the company to find and filter quality human resources to compete with the business world, which has more wide-open gates. Human resource screening needs to pay more attention to each candidate's quality and expertise, followed by proper human resource management practices. The following is the importance of the human resource management function and practices for the company profitability is what experts advise.

Those involved in HR activities are currently required to collaborate with other company functions to formulate a company strategy and profitability. The HR sector will be more involved in meetings to discuss company policies and strategies to boost productivity. Thus, the HR department will arrange future strategic projects of training upgrades related to human resources in its internal scope and environment. This strategy includes managing HR through the right policies under the dynamics of today's competitive business world.

The second human resource management function and strategy is to ensure employees' standard wages, competing, and even better with other companies' salary levels. Not too low, but not too high either. Because the standard level of salary given is one of the essential attractions for HR to work in companies. Maintaining HR satisfaction with salaries and other awards will prevent companies from incurring costs if productivity levels fall when competent HR resigns. The costs of recruiting new HR are certainly not small. [Tsui et al. \(1997\)](#), have advised alternative in approaching employee company's relationship standard by setting in workers salary standard ([Cropanzano & Mitchell, 2005](#); [Bowen & Ostroff, 2004](#); [Aslan, 2019](#)).

Companies have a responsibility to ensure that the work environment provides a sense of security. Does not pose a hazard to workers and the environment? For example, for industrial companies that own factories and manage natural resources to turn them into direct use products, natural resource management is essential. It includes identifying the risks of work accidents that could occur and compiling specific SOPs known to all employees to avoid accidents. Companies with a safe work environment and a low level of work accidents will certainly be companies that attract high-quality human resources to join. If asked what assets are the most valuable to a company? Many say human resources; this means mindset is in the right place. HR is the most valuable asset of the company. Therefore, it is essential to provide training to employees on an ongoing basis. Thus, employees always get the latest skills and are following the demands of the business world.

Because of the critical function of HRD in the company, the connection among employees and the business operation must be healthy and have good communication. In this regard, human resource management's function is essential, namely bridging employees' aspirations to executives and formulating appropriate company policies to be taken by executives so that no conflicts occur that can hinder the achievement of predetermined targets. An even more crucial function of human resource management is to ensure that every HR in the company has a complete understanding of the company's vision, mission, and policy direction. Understand work ethics and culture and have the skills and abilities needed to ensure the company continues to move forward. Besides, HR management should become the door for companies in carrying out corporate social responsibility, not only being responsible for the natural environment around the company but also the people and communities nearby. In this case, this includes providing facilities to educate and develop the surrounding community.

A successful company, of course, has human resources with qualified capacities and competencies. A company must be developed if it consists of a group of people with reliable skills and abilities. A variety of human resource expertise is, of course, an absolute requirement to continue to be competitive with competing companies. Human resource management is responsible for ensuring that every human resource in the company has the same opportunity to develop and have a career path that benefits the company and benefits the employees themselves. Providing career development and consulting facilities for employees can be the most needed human resource management practice today. Companies need to have a database of experienced and qualified career development and consulting agencies to develop highly competitive human resources in this era.

Method

This project identifies the importance of excellent human resource management in business activities to achieve sustainable Indonesia benefits ([Leonardi et al., 2014](#); [Wong, 2007](#)). Such as experts' advice that the primary key to a company towards profit and sustainability is to provide superior human resources and other factors that are owned by the organization or business entity. So to facilitate the identification of the above, a series of information and data

searches have been carried out, including a review of ten international journal publications that discuss various activities to optimize HR management of companies that are not only looking for profitable in the form of profit money but for businesses that have a sustainable value in the future. After the data is collected, the analysis process starts from determining the study questions; then we did search the issue with keywords to find information, evaluate and synthesize the data, identify themes, determine the reporting format, and make conclusions. The analysis took the process to critically seek validity and reliability, ensuring these findings answered the research question's formulation. This data analysis was done under a guide of the phenomenological approaches (Pringle et al., 2011; Chan et al., 2013; Dowling & Cooney, 2012).

Result

We searched Hertati & Zarkasyi (2015), and found the advantages of human resources and information technology, and profit reporting in Indonesia (Hertati et al., 2020; Sumantri et al., 2019). Their study tries to explain how human resources' excellence is empirical, how these competencies take advantage of the convenience of technology on the value of reporting company profits about relevance, verifiability, and accuracy in developing a theoretical framework for improving HR as a basis for priority. For example, the extent to which this HR competence affects sustainability. How the technology application affects and profits influence. In general, this study has succeeded in editing how the role of company human resources and the support of technology has encouraged companies to obtain both; benefits and sustainability of high value for the company and employees and the environment in which the company is located.

The findings of Schroeder (2012), examines the importance of human resource management towards profit optimization and corporate strategic sustainability from the point of understanding of art and knowledge. This study emphasizes the strategic importance of achieving superior business benefits and good luck for environmental stewardship. This study also proves that many businesses fail to achieve sustainability through a superior HR management approach. Many organizations neglect crucial elements such as HR management and optimal utilization of natural resources needed for monetary benefits and sustainability implementation. Finally, this paper recommends technology and science-based strategies for business sustainability and future strategic value and emphasizes the importance of professional human resource management in achieving balanced success.

Wei (2006), have supported our study in which he supports strategic HR management to achieve excellence and fit the company's vision. It seems that his study firmly believes that strategic HR management practices show how a company can gain competitive and sustainable advantages and advantages. However, his findings are still unclear on companies applying the SHRM approach in achieving performance progress. His study views that a stable SHRM system can increase fit for the company, reflecting human resources' role already and its relation to how organizations profit and sustainability. Akhinta's paper said that there are paramount aspects that facilitate the suitability of company targets. In his study, he also said that the company's conceptual vision is the main factor that is useful for every employee who is trained and has a measurable increase in human resources to function in the organization.

The study of Ellingson & Noe (2017), has answered how HR management can achieve a very competitive advantage. They are very confident in the conclusion of their study that company leaders' ability to get big profits and healthy competition without neglecting or even harming their employees. The competitive advantage is when a company can organize human resources in an exceptionally designed and sustainable manner. With experience in managing human resources professionally, it will directly increase profits both in the form of cash profits and sustainability and social, environmental values of the company with the support of natural resources such as e-HRM and HRIS applications - Virtual Human Resource System for efficiency and productivity.

The findings of Lombardi et al. (2020), succeeded in proving the correlation between company profits with social responsibility and human resource management, which are the main elements that drive sustainable company value. This study can understand the relationship between the average period of employee employment contracts and its productivity. So they believe that companies that manage stable HR will achieve sustainable employee productivity with practices that respond socially to employee needs. This study has also confirmed that the company is responsible for improving welfare through sustainable HR governance and a correlation between the contract period and its productivity and all company assets. Finally, this study succeeded in identifying the maximum and synergic choice of strategies among employees, which were the main factors for sustainability and ensuring its relationship with superior HR governance and broad horizons.

Suppose audiences want to prove the reciprocal relationship between the empowerment of company human resources and employees' rights. In that case, the CHUANG & Liao (2010), study is very relevant because they have

proven that strategic HR management is an indicator of service from the company to its employees. Their studies have proven that maintaining a profitable business's continuity by paying adequate attention to employees and customers is a priority. Through this study, they have successfully integrated strategic HR management with company interests. So they propose that a good HR management climate will have an impact on high-performance companies. It will further encourage employees to be fully involved and behave in good cooperation with fellow employees and customers with concern for employees and customers. According to these two researchers, the effect of a sound relationship system between HR management and high-performance improvements on company effectiveness can be easily achieved.

The findings of [Wirtenberg et al. \(2007\)](#), convinced us that the primary function and role of the HR department is to support the company through strengthening employee performance through continuous HR improvement. This paper confirms the company's goal of making the company's employees perform among the best. According to this study, helping employees with training and upgrading human resources and improving customer service improvement strategies, and seeing the importance of companies focusing strategically on HR planning will encourage all teams' performance. By strengthening human resource management, there will be higher competitive achievement related to sustainability and business profits. Finally, the company can show its commitment to increasing its human resources to achieve the ultimate goal, namely profit and sustainable value in the environment and society.

Likewise, the study of [Wood & Wall \(2002\)](#), has succeeded in understanding the relationship between HR management and business performance. Their study focuses on the practice of high involvement in research into the HR management system with the ultimate aim of understanding the assumptions of superior performance against the control forms of HR management. Meanwhile, in other parts of the world, they agree that a critically acclaimed study will provide evidence and consider essential things in the business world and the management of human resources improvement to get double benefits from money and business continuity. These two authors understand and have confirmed that many human resource studies are needed to continue to be lucky and have balanced productivity in favor of the company, employees, consumers, and the environment.

The last publication we reviewed has convinced us that [Bloom & Van Reenen \(2011\)](#), that the relationship between human resource governance and productivity is very closely related. Their study successfully discussed the correlation between practice and strengthening HR and company performance, leading to many companies' success. Good then work relationships such as matching and organization of teamwork and full autonomy of individuals. Their studies have also succeeded in positioning HRM more strategically in every practice excellence of human power management and productivity and company sustainability. They have also found many facts about the level and habits of training fit HRM and work productivity; both employees maintain the company, emphasizing mutual benefit. They also look at HRM governance - which is sometimes risky, peer competition, ownership and autonomy, and compliance. Finally, they analyze the positive effects of HRM management on the, In brief, the advantages and profitable companies have found the profit goals and value of business continuity.

Discussion

This section will discuss if our findings have answered or are following our assumption that superior HR management activities have increased the performance and profits of valuable and sustainable companies. In general, we say these findings are under the study's desirability, where the data reviewed has confirmed the credibility of performance for all parties involved in the company. We can say that this discussion can put into three indicators that can affect human resources (HR) capacity (HR), among others, upgrade SDM by education, training, and fieldwork experience. For this reason, different memberships, regulations governing the fields of each employee who get the opportunity, therefore any knowledge gained must be transmitted to employees who have not had the opportunity. This finding is relevant to what has been done by [Dwisatyadini et al. \(2020\)](#), who saw upgrading employee working skills with digital competencies is so essential in modern-day jobs.

All the publications that we have reviewed have also been very successful in developing human resources in a planned and sustainable manner so that it is only natural that they succeed in increasing their end goals without harming employees and consumers. So in our opinion, for HR improvement to run out accordingly, there must be a made first program development in a measured and planned manner with priorities that achieve profit and sustainability goals. In other words, a human resource development program that is carefully designed and based on scientific methods and is guided by the skills that companies need today and in the future. Development should improve technical, theoretical, conceptual capabilities, and human moral resources for a framework of good

performance and achieving optimal results. This finding is in line with Brata & Pemayun (2018) views, who saw the development of human resources in Bali's tourism industry with the ASEAN community development program.

The majority of reports that we have reviewed have also raised company leaders' responsibilities, increasingly realizing that both new and senior HR management are still strengthening their work capacity to have theoretical and practical skills from the education level they have just taken. So, the leaders or HR development policies have been carried out appropriately. According to them, working with high results cannot be achieved if human resources are still low, and directly increasing their ability to complete their work cannot be done later. According to the study report we reviewed, they care about and want to spend large sums of money exploiting advanced human resources. However, this is a long-term investment for the company with this high cost, so they have to tie a clear and precise work contract for the long run. Thus, the existing human resources will be skilled and capable so that when they complete their work, they will work more effectively, efficiently, reduce the waste of raw materials and equipment, and other equipment will last longer in maintenance. Another study by Buller & McEvoy (2012), sees multiple human resource practices and performance, achieving its goal with useful strategies.

Conclusion

We can summarize that HR development efforts are all activities carried out by companies in facilitating employees to have the insight, expertise, and attitudes needed in current or future jobs in companies both small and large. Based on our analysis, it can be said that the HR development and management program has been carried out seriously, guided by the skills their company needs. We see that our company's HR development is carried out to increase the skills, conceptual, and morality of human resources until the performance of their services remains good and achieves high outcomes. All company leaders have prioritized developing HR management to ensure that their company has qualified employees to achieve their goals, namely profit and sustainability for all parties; companies, employees, consumers, and the environment.

On average, companies carry out human resource management to increase performance and growth. Specifically, we can describe HR development's objectives into several objectives: increasing work productivity, achieving efficiency, minimizing damage, reducing risks, and improving services. Apart from that, other goals are increasing career opportunities, increasing leadership, increasing customer service, improving HR planning provisions, and increasing incentives for employees able to perform optimally, improve employee development, reduce and eliminate poor performance, increase the flexibility of the workforce, increase employee commitment to productivity and sustainability.

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