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Strengthening the HR Competence of MSMEs in Building Business Strategies and Success (Case In Indonesia) Titien Agustina Sekolah Tinggi Ilmu Manajemen Indonesia (STIMI) Banjarmasin, Indonesia E-mail: titienagustina9@gmail.com Abstract The main driving forces in an organization, including profit-oriented companies, are the holders of overall power within the organization – the manager and the business owner. For micro, small, and medium enterprises (MSME), most of the human resources available to the manager have many limitations making it difficult to achieve success quickly.

One way to speed up the growth of MSMEs is by improving the competence of the HR manager and the business owner by increasing their capacity and capability. Thus, it will explore the unique potential within the related party as well as unique capability in the business he manages that in the end, it will be able to explore the deepest potential of the related party in finding his business strategy that can promote the business to the next level as well as achieving maximum success.

Keywords: business success, competence, MSME, HR manager, business owner, business strategy Introduction During the financial crisis, micro, small, and medium enterprises (MSME) contributed significantly. Other than being able to survive longer during the financial crisis, MSMEs also have more flexible characteristics (Resnick, 2016) and can utilize local resources that can support economic security (Faeni, Dewi, 2015). On the other hand, MSMEs in Indonesia still have low performance, which is related to the quality of its human resources (HR) (Dipta, 2012).

For MSMEs, their HR is the main asset and potential for realizing the business strategy and achieving final business performance, especially and generally in the development aspect. HR can be considered as the main driving force of the company (Dhamayantie,

2017). Scarce natural resources can be overcome with qualified HR. Thus, businesses must focus on the development of competent HR. In Indonesia, it is not easy to find competent HR for productive economic start-ups such as MSMEs and village-owned enterprises (BUMDes) (Titien Agustina, 2020).

Competent HR becomes a critical factor that can define the success of a small business (Todericiu, R., Serban, A., 2013); (Bungara, A., dan Sugiarto, 2016). Human is considered as a critical factor because HR quality is something unique (Resnick, S. M., 2016) and difficult to be imitated or owned unlike other assets (Bungara, A., dan Sugiarto, 2016); (Sampurnawati & Agustina, 2021). Therefore, developing competent employees should be a priority for HR development. HR development is even more important in productive economies such as MSMEs, which are expected to be promoted to the next level.

The reason is that in the national economy, the existence of HR supporting this sector ranks in the biggest position from big scale businesses that clearly do not need any interference from the government or other parties because they are independent and able to contribute PDRB to the country. In reality, many productive economic start-ups are pioneered and operated by HR that has limitations. Examples of these limitations include limited resources and a lack of marketing expertise (Resnick, S. M., 2016), low levels of education, understanding, mastery of quality improvement and product standardization, and limited access to finance (Dhamayantie, 2017).

In Law Number 20 of 2008, start-ups are included in the category **micro, small and medium enterprises** (MSME). The manager and owners are very dominant in MSMEs and become the central point for making any business decision. The limitations in some of the owned resources made it difficult to disregard manager and MSMEs owner roles, to the point, it becomes the most determining thing (Resnick, S. M., 2016); (Dhamayantie, 2017); (Sarwoko & Hadiwidjojo, 2013); T. G. W. S. S. Agustina, 2020). Especially if the HR occupying the position cannot make a good strategy in the development of its business operation. One of the reasons is incompetency.

Therefore, improving the competence within MSMEs requires education and experience (Titien Agustina, 2019) but also skills in conceptualizing and developing a mission and vision as well as company operational steps. Material capital is often very limited to the point that there are insufficient resources to employ people with the necessary skills and experience who could help to tackle the problems in the business. This situation makes it difficult for the company to achieve its goals. Thus, strong and competent HR is needed, especially for the leader position holder in that business.

Management decisions should be joint decisions involving the manager, owner, and employees. However, the responsibility for continuously improving business performance lies with the manager and the business owner. Having HR with appropriate skills, experience, and motivation is critical to the success of MSMEs, so early investment in HR is crucial. Having talented, experienced, and motivated HR can be a strong focus for promoting the company. The characteristics of the business manager determine the quality of the HR in an MSME, so this becomes the basic capital driving the success of the company (Resnick, S. M., 2016; Faeni, Dewi, 2015; Dhamayantie, 2017; Sarwoko & Hadiwidjojo, 2013).

Improvement in the capacity and capability of HR in MSMEs leads to greater competence in developing a business strategy to achieve a competitive advantage (Faruq, M. A. dan Usman, 2014); (Gunawan, 2017); (Sulistiyani, 2017). In business, there is **no such thing as an original** idea, concept, or product since there is always a connection to several previous products. In innovation, this is known as ATM, which stands for observe, copy, modify. Managers and MSME owners need to identify market opportunities, societal changes, changes in consumer behavior, and the activities of competitors to create new products and services.

However, these opportunities will not be realized unless the MSME has skilled and competent HR who. HR needs to be strongly motivated to create new products and services or to modify existing ones. Examples of modifications include developing the packaging, modifying the form of the product, changing the color, changing the taste, and changing the name or the brand. Innovation could also come from changing the function or the way the product works. These innovative changes in function, or the way the product works, can only be done by competent HR with a strong desire to innovate. Competent HR needs to be supported by strong leadership from the manager and MSME owner (Sarwoko & Hadiwidjojo, 2013).

Effective leaders need have self-control, self-esteem, self-efficacy, an aptitude for taking risks, motivation, a need for achievement, and an ability to overcome adversity (Judge, 2001; (Hisrich, Peters, & Sheperd, 2005); (Titien Agustina, 2017); (Titien Agustina, Chandrarin, & Manan, 2017); (Musdalifah, 2015); (Taormina & Kin-Mei Lao, 2007); (Agustina, T.; Gerhana, W.; Sulaiman, 2020); (Agustina, Titien; Nurhikmah, Nurhikmah; Rudiansyah, 2022) (Sahabuddin, 2013); (Purnomo & Lestari, 2010); (Renaningtyas, 2017); (Dewi, EYSS, 2016); (Sebayang, Stevani; Sembiring, 2017); (Widyaninggar, 2014); Entrialgo et al.

2000 in (Purnomo & Lestari, 2010). Individual personality has a significant effect on the success and performance of both individuals and business organizations. Someone with

strong personal characteristics will differ (Resnick, S. M., 2016) from most people, and creative ideas will emerge from their attitudes and behavior. These differences in personal characteristics mean that every manager and MSME owner creates their own business strategies to achieve success. In entrepreneurship, especially, success is largely determined by the personality characteristics of an MSME entrepreneur (Santos et al., 2012 in Lestari, 2014).

The locus of control in a single individual (the manager or business owner who is the main driving force in the business) is affected by the individual's personality (Aminul Islam & al., 2011) and, consequently, personality plays a significant role in determining the success and performance of an MSME or BUMDes (Hisrich et al., 2005); (Agustina, T.; Gerhana, W.; Sulaiman, 2020); (Titien Agustina, 2021) and (Agustina, Titien; Nurhikmah, Nurhikmah; Rudiansyah, 2022a). Green, David, Dent, & Tyshkovsky (1996) proposed that this locus of control can determine the success of an entrepreneur in managing their business.

This view was supported by the studies of Purnomo & Lestari (2010), Bello (2001), Beukman (2005), and Sumantri & Gemina (2015) and (Makarenko, Chernysheva, Polyakova, & Makarenko, 2019). Similarly, when an entrepreneur, business actor, or someone with a strong entrepreneurial spirit is brave enough to take responsibility for all of the decisions they take to be solved completely. This research is consistent with the research by Luthans, F. (2002), Pillai, R. & Williams (2004), Sumantri & Gemina (2015), and Sukirman (2017). This paper is also consistent with the research by Sunjoyo (2009), T.

Agustina (2019), Dewi & EYSS (2016), Bahari, Jabar, & Yunus (2017), Bahari, Yunus, Jabar, Wardatulaina, & Yusof (2018), Wahyu & Ranto (2016) and Srimulyani (2013); (Agustina, T.; Gerhana, W.; Sulaiman, 2020); (Agustina, Titien; Nurhikmah, Nurhikmah; Rudiansyah, 2022b). Individuals who have a high adversity quotient can overcome obstacles and capture business opportunities because they can bear risks, change direction to take advantage of opportunities, and are better able to survive and solve the solutions they face.

Building the Competence of the Manager and MSME Owner As a start-up entrepreneur with limited resources, the manager and MSME owner have a low capacity and capability (Sulistiyani, 2017; Sugiono, A. dan Fordian, 2019, and Sarwoko & Hadiwidjojo, 2013); (Titien Agustina, 2021). For example, they may have limited or no experience of capital, management, networking, marketing, and the management of internal resources such as HR (Dipta, 2012 in Faeni, Dewi, 2015; Dhamayantie, 2017; Bungara, A.,

dan Sugiarto, 2016; Sarwoko & Hadiwidjojo, 2013). However, they are likely to have other strengths. One of the determining factors for the success of a business is the management of (Purnomo & Lestari, 2010). For this reason, the manager and MSME owner needs to increase their competence through improvements in HR management (T Agustina, Butarbutar, Sherly, & Karsudjono, 2021); and (Titien Agustina, 2021). Capacity and capability are related to ability or competence. Capacity deals more with someone's experience resulting from direct experiences from the process, age, journey, events, etc. However, capability shows more on the level of ability or level of intelligence in completing a particular task.

Meaning that it has a tendency toward someone's education, learning, and skills. Both the manager and MSME owner need to identify the right business strategy for success. The chosen approach should take advantage of their personality traits. If the manager and MSME owner already have sufficient capability, they will be in a position to see issues as new opportunities. This can then trigger new innovations through the ATM method. These considerations lead to the conclusion that competence, built by strengthening the capacity and capability of the HR manager and MSME owner, should be improved to support the desired business performance (Titien Agustina, 2019a) and (Supriono, Agustina, Sugiarto, & Aini, 2020). The capability of the manager and MSME owner can be improved through direct or indirect learning.

This learning should be additional education, training, or skills workshops that encourage changes in mindset, attitudes, and work patterns. Strengthening the Capacity and Capability Kemenkop (2019) found that there were 64,199,606 business units in the MSME business category in Indonesia. The majority of these businesses were micro-businesses (63,350,222; 98.68%). There were 783,132 (1.22%) small-scale businesses, 60,702 (0.09%) medium-scale businesses, and 5,550 (0.01%) large businesses. Therefore, all parties should give assistance, support, and actual work to "Level Up" the MSMEs.

The development of MSMEs should not just be the concern of government and the MSMEs themselves. Other parties, such as academics, banks, and the wider business world, should acts as models and mentors for MSMEs to further their development and empowerment. In this way, the capacity and capability of the manager and MSME owner will be improved. Strengthening the capacity and capability of the manager and MSME owner is crucial because every decision is in their hands, and they hold the power to both transform and direct the business.

Thus, strengthening the capacity and capability of the manager and MSME owner in running the business should increase their psychological strength. This strengthening of

capacity and capability can be done individually or collectively. However, the key to progress and change ultimately lies with the individual. The next stage after desire and intention arising from within the related party is the strengthening of the capacity and capability in order to achieve the required competence. Competitive MSMEs and Business Strategy MSMEs are productive start-up enterprises that employ a very large number of people, especially at the micro-scale (107.38 million people). Small businesses employ 5.83 million people, and medium-scale enterprises employ 3.77 million. Consequently, it is important to strengthen micro-scale businesses so that the manager and business owner can build their business with a strategy that gives them a competitive advantage.

Moreover, this competitive time has been supported by large and fast information technology. MSMEs require guidance, encouragement, support, and financial assistance to be competitive.. Schroeder (1989) proposed that a business strategy allows a business to identify the competition based on the products it offers and the market segment. A business strategy also helps to identify and achieve long-term goals, and find the company's position in the industry, so that the company can protect itself from competitors (Gunawan, 2017).

A large amount accompanied by low competence will certainly have an impact on the ability and scope of a business that can be managed even when it is relatively small. The business strategies of MSMEs cannot be the same as those for large-scale businesses. If MSMEs thrive and grow, then they have been successful. Many MSMEs are hampered by the competence of the HR which is often still low (Sarwoko & Hadiwidjojo, 2013). This lack of competence results in an inability to identify and seize opportunities, to develop initiatives and creativity, and to create new innovations, either through ATM or some other method.

The company then struggles to reach a sustainable level of competitiveness. Taking into account the limitations of businesses the size of MSMEs, those businesses that can diversify a product can be considered as excellent. The next step for these successful businesses is the ability to develop competitive products that have interesting packaging, and are hygienic and safe. The product can be developed further by expanding the product marketing area (geographical). The development of sophisticated information technology allows products to be marketed conventionally but also online thereby increasing the capabilities of the business.

Through successful business development, managers and MSME owners who are able to find new business models or methods that are compatible with the nature and character of their products and business, place their MSME in a strong position for future growth.



Consideration of these points leads to the conclusion that the business strategy for MSMEs should be straightforward. Through the achievement that can be shown from time to time, it already shows big achievement to bring the **business to the next** level. The manager and MSME owner can combine conventional processes and technology when a fast and cheap internet connection is advantageous.

The ability to take advantage of the internet and build a new community from the product user provides a new opportunity to expand product marketing internationally. Products marketed in this way may attract bigger companies that are interested in collaborations. This would transform these MSME entrepreneurs into significant newcomers in the business world. In addition, it already enters into start-up field where the business operation has already utilized IT sophistication and Internet network. These MSMEs would also be more advanced and capable of significant development.

Hence, it is necessary to strengthen the capacity and capability of the manager and MSMEs owner so that they are more competent and level up faster so that their business is more competitive. Closing MSMEs are a pioneering, productive business managed by a manager or business owner. Usually, an entrepreneur who runs an MSME has very limited resource capital. The majority of businesses in Indonesia are MSMEs, but they find it hard grow. MSMEs are expected to be important players in the globalization of the world economy and in any future era of free trade.

MSMEs have many shortcomings (for example, limited venture capital, experience, skills, creativity, innovation, and even education), which can affect their ability to think rationally, develop ideas, be creative, take advantage of new initiatives, and even use the observe, copy, and modify (ATM) method. However, these limitations can be overcome if there is determination and progress made to change and continuously improve the capacity and capability of the people employed by the MSME. It follows that the manager and MSME owner should continuously try to improve their competence, increasing the capacity and capability of the business management to manage current challenges and the market competition.

It is expected that improvements in capacity and capability would drive the productive economy through entrepreneurship personality characteristics and entrepreneurship orientation can help to level up. As they grow, MSMEs develop from micro- to small-scale business, from small-scale businesses to medium-scale business, and finally to large-scale businesses. As they grow, it is expected that they gradually become the main "player" in their market, with a significant role in the national society and economy.

Hence, the manager and MSME owner should improve their competence so that they

can maximize their potential and drive the development of creativity, generate initiatives, and trigger further innovations that can bring actual changes in the business. To do this they need to find a business strategy in accordance with their personality and the business and which will allow them to be successful. References Agustina, T.; Gerhana, W.; Sulaiman, S. (2020). **The Effect of Locus of Control, Learning, and Adversity Quotient Towards Micro Business Success (Study on Entrepreneurship under Foster Group of the Banjarmasin)**. *Journal of Wetlands Environmental Management*, 8(1), 21–32. <https://doi.org/10.20527/jwem.v8i1.215> Agustina, Titien; Nurhikmah, Nurhikmah; Rudiansyah, M. (2022). **The Influence of Locus of Control, Self-Efficacy, and Adversity Quotient on Business Performance**. *Economia (JECO)*, 18(1), 1–15. <https://doi.org/https://doi.org/10.21831/economia.v18i1.34013> Agustina, T, Butarbutar, M., Sherly, R. A., & Karsudjono, A. J. (2021). **The Key to MSMEs Ability to Survive the Covid-19 Pandemic (Case studies in Indonesia)**. *Turkish Online Journal of Qualitative Inquiry (TOJQI)*, 12(6), 4508–4515. Retrieved from [https://www.researchgate.net/profile/Rinto-Alexandro/publication/353261249\\_The\\_Key\\_to\\_MSMEs\\_Ability\\_to\\_Survive\\_the\\_Covid-19\\_Pandemic\\_Case\\_studies\\_in\\_Indonesia/links/60f00f29fb568a7098aeac3e/The-Key-to-MSMEs-Ability-to-Survive-the-Covid-19-Pandemic-Case-st](https://www.researchgate.net/profile/Rinto-Alexandro/publication/353261249_The_Key_to_MSMEs_Ability_to_Survive_the_Covid-19_Pandemic_Case_studies_in_Indonesia/links/60f00f29fb568a7098aeac3e/The-Key-to-MSMEs-Ability-to-Survive-the-Covid-19-Pandemic-Case-st) Agustina, Titien. (2017). **Buku Kebangkitan Pengusaha UMKM**. Retrieved from <http://repository.stimi-bjm.ac.id/id/eprint/129/> Agustina, Titien. (2019). **Improving Business Performance Through Competitive Advantage: A Study On SMES In Banjarmasin, Indonesia**.

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