



Scientia pro Virtute



HUMAN RESOURCE MANAGEMENT AS AN EFFECTIVE EFFORT TO ACHIEVE COMPETITIVE ADVANTAGE IN COFFESHOP BUSINESSES

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Abstract

Human Resource Management (HRM) has an important role in achieving competitive advantage in the coffeshop business. This research identifies the important role of HR management in creating competitive advantage through several key aspects including HR planning, recruitment and selection, training and development, compensation and evaluation. Having qualified and competent employees is very important to be able to provide the best service for customers. By improving the ability of coffeshop employees, in addition to being able to provide high-quality services, this will be an advantage to distinguish them from competitors. The method used in this research is descriptive qualitative with 4 research subjects. The result is that to achieve a competitive advantage, HR management must play an active role in managing human resources strategically. By doing good HR planning, proper recruitment and selection, employee development, and effective performance evaluation, the coffeshop business can achieve a sustainable competitive advantage in this increasingly competitive market.

Keywords: *HR Management, Competitive Advantage, Coffeshop*

A. INTRODUCTION

The ever-changing dynamics of the business environment require business owners to obtain quality human resources. Human resources that have the ability to become a differentiating factor for companies/organizations in the face of competition. One of the keys to achieving competitive advantage is that business owners must have employees who have competence so that they can do their jobs well and professionally. In the F&B industry, it is not only marketing food and beverage products, but also the services obtained by consumers. This is because a business does not only sell products but sells experiences to consumers so as to increase consumer comfort and loyalty to the business being run.

The management of business organizations including the current Coffeshop business needs to be considered and improved. This is due to a significant increase in competition in the Coffeshop industry. The rapid development in the cafe business can be seen from the increasing number of cafes in both large and small cities. This competition also occurs in the coffee shop business in Makassar City which is characterized by the number of Coffeshops that have sprung up. For this reason, business organizations including Coffeshop are required to have strength in facing

their competitors and one of them needs to see that the employee function is an important main actor in achieving the vision and mission of an organization.

Human resources have a very important role in business organizations, because the performance of the organization is strongly influenced by the quality of its Human Resources. HR capacity is a subject in a business, which determines how the qualifications of a business, so that a competitive company system will be achieved if the human resources in it are competent and qualified human resources as well

Human Resource Management is expected to be able to answer and become a solution in solving problems and challenges that will and will be faced, because changes will occur at any time in the business world that will affect business productivity, so this concept will ensure optimal control in business operational management. Human Resource Management will determine what kind of labor will be involved in business activities.

The relationship between HR Management and competitive advantage is that human resources are one of the most important factors and are able to determine the success or failure of a Coffeshop business organization, how to manage these human resources in order to achieve an increase in value that serves to support the main activities in the business so that it can support business towards competitive advantage. The competitive advantage of an organization is largely determined by the quality of its human resources. This is in accordance with (Wijayanti, 2017) that Human resources (HR) are a potential source of competitive advantage because their competencies in the form of intelligence, traits, skills, personal character, as well as intellectual and cognitive processes, cannot be imitated by other companies. It is through the ability of human resources that companies or organizations are able to place themselves in a competitive position in the long term.

Therefore, to achieve a competitive advantage, an effort is needed from human resource management. With the implementation of good HR management in the coffeshop, it will create potential human resources who are ready in the quality of work. This is necessary because human resources are one of the main actors that need to be owned in an organization or company in order to run according to the goals that have been applied and be able to compete with its competitors. Based on this, the author is interested in writing how the role of human resources as an effective effort to increase competitive advantage in coffeshop.

B. LITERATURE REVIEW

1. Human Resource Management

Human resource management is also known as personnel management which is a series of processes including planning, organizing, directing and controlling related to workforce recruitment, employee development, compensation, integration, maintenance, and termination with the aim of effectively achieving individual, organizational, and community goals (Mustamim et al., 2020). Human Resources has a strategic contribution to the success of a business. Therefore, it is important to carry out the process of recruiting and developing the workforce appropriately and efficiently (Rugian et al., 2019).

The function of Human Resource Management is to recruit a qualified workforce to manage and execute various other business activities through accurate job analysis. In addition, this function involves preparing the workforce to meet

current and future operational needs through training and development programs. Human Resources Management strives to increase employee motivation by providing appropriate compensation and incentives. Evaluate and assess their performance to ensure a significant contribution from each individual and the activities carried out, and strive to keep highly competent people in the organization, creating employee satisfaction and commitment and other relevant factors (Kasmawati, 2018).

Innovation in organizations is basically related to human factors. Where these individuals are responsible for developing and implementing innovative ideas that depend on effective Human Resource Management (HRM) practices. In addition, innovation will also depend on relational and structural capital, because any form of innovation involves the development of new knowledge as input such as ideas and concepts and the result is novelty in the production process (Lysander, 2020)

Business organizations need to realize that the role of employees is the main key in achieving the vision and mission of the organization and as a source of competitive advantage. Through this process, it is hoped that the organization can have the right amount, quality, place, time in human resources, and can provide long-term benefits for both the individual level and the overall organizational level (Rifa'i et al., 2018). With the existence of HR management, it is hoped that it will improve quality services and of course this must be accompanied by quality human resources.

2. Competitive Advantage

Competitive advantage can be defined as the ability of a company or business organization to determine opportunities or strategies that are appropriate and profitable for the company so that it is difficult for its competitors to imitate by carrying out strategies to increase innovation to improve quality. In Fadila and Yuyun (2021), it is argued that competitive advantage is a capability of goods and services in an organization to provide potential value and can provide benefits to consumers and this is difficult or even cannot be imitated by other competitors.

Running a business is not up to competitive advantage but broader by building on sustainable competitive advantage. This can be obtained through the ability to develop a set of core competencies so that the company is able to serve its target market better than existing competitors (Safitri and Fajrin, 2019).

Competitive advantage in the organization is highly dependent on the quality of its human resources. Therefore, handling human resources must be carried out comprehensively and carefully within the framework of managing human resources with a strategic, integrated approach, in accordance with the goals and vision of the organization's mission (Rifa'i et al., 2018).

Competitive advantage can be achieved through effective management of human resource management by considering internal and external factors that will be faced by the organization. Effective HR management must be considered to support the strategy to be implemented. The success of an organization's strategy can be said to be successful depending on the organization's ability to plan, manage and improve the quality of HR which can be done through increasing HR knowledge, skills and abilities. HR involved in the process or activities of this organization must have a strong knowledge base and have relevant skills and expertise (Dani & Putra, 2022).

C. RESEARCH METHODS

1. Location and Research Design

This research was conducted at Hawaala Cafe which is located at Jl. Toddopuli 10, Makassar City, South Sulawesi Province. The method used in this writing is descriptive qualitative research method because it wants to describe and explain how human resource management is one of the factors that increase competitive advantage in the Coffeshop business. This research deals with aspects of quality, value or meaning contained behind the facts.

2. Subjects and Objects of Research

In qualitative research, the term sample is replaced with participants or informants. Determination of the number of participants or subjects in this study was carried out by taking all employees, namely 3 people and 1 owner at Coffeshop to get credible data. Meanwhile, the research object refers to the event that the researcher wants to study.

3. Data collection method

The type of data used in this research is primary data sourced through observation, interviews and documentation and in-depth analysis related to the human resource management process in this coffeshop. And secondary data in the form of literature studies in the form of related journals conducted to support and strengthen the results of interviews conducted by researchers.

Data Analysis Method

The data analysis method used is qualitative analysis with data grouping techniques, which are then drawn conclusions. Qualitative data analysis is carried out if the empirical data obtained is qualitative data in the form of a collection of words and not a series of numbers and cannot be arranged in categories / classification structures (Utomo et al., 2021).

D. RESULTS AND DISCUSSION

Management policies and practices are tools for leaders to direct every activity to achieve organizational goals. In implementing policies and practices, management must pay attention to people, not only concerned with strategies and work mechanisms (Farchan, 2018).

Coffeshop is a business that relies heavily on customer satisfaction. Along with the increasingly high competition due to rapid technological changes and an environment that changes drastically in every aspect of human life, every organization needs competent human resources. With the ownership of superior Human Resources in running a business, especially in the Coffeshop business, because human resources are the only place where knowledge assets can be shared and are not easy to imitate so that they can contribute to the business in order to provide excellent service and value so as to achieve a competitive advantage.

The function of Human Resources management is how to manage humans who are the main assets to be more effective, and obtain a human resource as a workforce that is satisfied in the sense of being able to work well so that it can satisfy the consumers served. Especially in the Coffeshop business which prioritizes service quality, carries out operational functions and makes various efforts in managing Human Resources in Coffeshop arranged based on needs not only through human resource planning but can be broader than that arranged up to how the workforce is evaluated.

The compatibility of business planning and human resources can create strength and excellence in the business sector. There are various external factors that affect business activities and Human Resource Management, such as technological developments, growth in the economic sector, and changes in the makeup of the workforce. In order to improve performance and in order to increase organizational competition, companies must have quality resources.

Business people need to make a Human Resource management plan that is right on target so that it is expected to increase business efficiency and effectiveness. Knowing how to manage Human Resources can help place the right employees in positions that match their skills and competencies. This will increase employee productivity and reduce training costs.

- HR Planning

Planning is the core of management so that all activities of the organization concerned, must be based on the plan. Because planning allows decision makers to use their resources efficiently and successfully (Mustamim et al., 2020).

Human resource planning is the beginning of all human resource management (HRM) activities. This planning is used to ensure that the business organization has selected a number of workers with the number that is in accordance with business needs and of course has certain qualifications to fill existing jobs so that it can run the business according to the goals to be achieved.

The form of HR planning which is the initial stage carried out at this coffeshop is to analyze labor needs. This involves identifying the number of employees required based on the volume of work, the type of work available, and the service standards that the coffeshop wants to achieve. This analysis helps determine how many employees should be recruited in barista, cashier and waitress/waitress positions. Once the workforce needs have been identified, the next step is to develop clear job descriptions for each position in the coffeshop. Job descriptions include the responsibilities, duties, qualifications and skills required for each position. This helps in attracting prospective employees who match the needs and expected qualifications.

Through effective HR planning, coffeshops can identify specific workforce needs to achieve business goals and face challenges in the coffee industry. Good HR planning will pay attention to employee satisfaction and engagement. This allows coffeshops to allocate resources appropriately and ensure adequate labor availability as well as manage employee performance more effectively.

- Recruitment and Selection

HR management is responsible for the process of selecting and hiring the right employees. Having a qualified team with the appropriate skills can provide a competitive advantage because qualified employees will contribute to the success of the organization. This is in accordance with (Utamy et al., 2020) that Human Resources is an organizational asset that cannot be replaced so that what kind of quality of human resources and how many are needed by the organization must recruit and hire them. The success of the workforce search is the first step in improving the quality of performance for the organization.

To get good and qualified and competent human resources, a recruitment method is needed that can be used in the withdrawal process (Azwari et al., 2021). In order for effectiveness and efficiency to be realized in the organization, it is necessary to pay attention to qualifications in the recruitment process. The general

qualifications of employees who fit the needs of this coffeshop include a minimum high school education, at least 18 years old, having a good personality, attractive appearance, seriousness, commitment and the ability to communicate well. For special qualifications, namely the need for human resources that are only needed for certain types of work (not everyone can do), namely baristas who are employees who require special skills and knowledge of coffee making up to the best types of coffee that can be given to consumers.

The right recruitment process can help coffeeshops form a team of employees who can provide good quality service to consumers. Skilled and competent employees can provide a positive consumer experience through friendly service, good product knowledge, and to prevent problems related to human error, employees need the ability to solve problems properly. High service quality can build customer loyalty and help coffeeshops maintain market share.

The turnover rate in coffeeshops tends to be higher therefore, through a proper and selective recruitment process, coffeeshops can reduce the level of employee turnover. Employees who are right for the position and fit into the coffeeshop's work culture will be more satisfied and committed to staying for a longer period of time. This will help reduce costs and losses associated with employee turnover, such as retraining costs, productivity losses, and experienced and competent human resources.

After carrying out the recruitment process, the next thing to do is to carry out the selection process. This selection process has the aim of selecting the desired number of workers from the available workforce, and determining which workers are eligible or meet the qualifications expected by the organization. In accordance with (Utamy et al., 2020) that the selection process is needed to see prospective employees whether they have met the specified administrative requirements. It is also intended to determine the applicant's knowledge and skills, as well as the suitability of his attitude and personality to the provisions of the organization.

Once prospective employees have submitted their applications in accordance with the recruitment opening times, an initial screening stage is conducted to select qualified candidates. This may involve reviewing application files, monitoring for appropriate educational qualifications or work experience, or conducting short telephone interviews to gather additional information. The initial selection helps to filter out the most suitable candidates to proceed to the next stage. In this selection stage, an interview is usually conducted, which is an important part of the selection process. Coffeeshop owners can conduct in-person interviews with prospective employees to evaluate their qualifications, knowledge, skills and personality. Interviews also provide an opportunity to get to know prospective employees in more depth and test their communication skills and cultural fit with the coffeeshop work team.

Then there is a special ability test for prospective employees who apply for the barista position. Where in the barista position involves a certain ability test to evaluate technical abilities or specific skills. This test uses tests related to knowledge of coffee products, skills in serving coffee drinks, or ability to interact with customers. These aptitude tests can help in assessing the extent to which the prospective employee can cope with the tasks to be faced in a coffeeshop environment.

After all the selection stages have been conducted, the coffeeshop makes a selection decision based on the evaluation results and qualifications of the

prospective employee. Selection decisions involve considering the suitability, qualifications, experience, and development potential of prospective employees with the needs of the coffeeshop.

A good selection process helps improve the operational efficiency of the coffeeshop. By having competent and skilled employees, coffeeshops can optimize team performance, avoid mistakes and mismatches in tasks, and improve the overall productivity and effectiveness of business operations.

Thus, a good employee recruitment and selection process is essential in a coffeeshop business to ensure hiring the right employees, preparing employees by improving service quality, reducing the risk of errors, increasing employee retention, and improving overall operational efficiency.

- Training and Development

Getting a workforce that is efficient and qualified requires an effort, namely employee training and development to improve the quality of performance in the business. This is necessary because not all existing employees can directly match the needs. Therefore, with the training and development program for employees will be an effective way to prepare employees to face the future challenges faced by the business.

Increased service knowledge through training will further increase self-efficacy in coping with challenges and job satisfaction. That is, increased service knowledge leads to increased levels of personal development (i.e., self-efficacy) and work attitudes (e.g., satisfaction) over time. The importance of service training, not only in its direct impact on improving service knowledge and skills, but also in enhancing employees' perceived personal growth and thereby increasing motivation and job satisfaction, albeit at a slower pace (Lan et al., 2021).

Investing effort in the careful selection of employees does not in itself guarantee that they will be effective. Employee training involves preparation for a specific job or skill. It is less personality-oriented, but more job-oriented (Rihardi, 2021). Training and development aims to improve capabilities both in terms of skills and work competencies of employees. The employee competencies referred to here are organized in accordance with the company's vision and mission (organized), have value (valuable), abilities that are not easily imitated by other people or organizations (inimitable), and rare skills (rareness) (Rifa'i et al., 2018). The forms of training and development carried out in the coffeshop include training in the preparation and serving of drinks, managing existing inventory, controlling the quality of coffee products, managing customers, and understanding operational policies and procedures.

HR management plays an important role in managing change within the organization. HR management training and development can help in developing customer service skills for employees. This involves training in effective communication, empathy, problem solving, and interpersonal skills. Well-trained employees will be able to provide a positive customer experience and build good relationships with customers.

Training activities are an ongoing aspect of the human resource management function that is used to help employees adapt to new conditions or environments and improve their ability to make decisions and solve problems in that environment. Training becomes an important indicator of the company's efforts in investing resources for development through training programs provided by the company, can

make them feel valued and improve their knowledge and skills. Thus, they can perform their duties more motivated without feeling less competent (Ozkaser, 2019).

The existence of employee training and development efforts is expected to be able to add insight, skills to knowledge and further supported by the ability to utilize facilities and infrastructure based on information technology and quality human resources so as to be able to bring coffeshop has the power to lead to a competitive advantage in the market. Employees who are continuously developed have the potential to make better contributions and adapt to rapid changes in the business environment. And can overcome the challenges and opportunities that will arise.

- Compensation

Compensation is a contra achievement for the use of energy or services that have been provided by the workforce. Compensation is the total package that the organization offers to workers in exchange for the use of their labor. Employees with high motivation will always be needed so that the goals of the company can be achieved. So it can be seen that with the provision of compensation, this is a link that will affect employee performance (Maylianda, 2021).

In an effort to improve employee performance, of course, it is necessary to fulfill the rights that are part of the welfare for employees in this coffeshop. If the welfare is fulfilled, of course, it will help employees become more enthusiastic in working so as to achieve satisfaction at work and be able to provide maximum service to consumers. With adequate compensation, employees will feel valued and given recognition and tend to be more motivated to provide optimal performance.

The provision of honorarium or salary is carried out every month in accordance with the amount agreed between the employee and the business owner. In addition to the provision of basic salaries, of course, there are incentives if employees succeed in achieving targets in sales. So it is hoped that the right award and a competitive and fair compensation system can help organizations motivate, retain, attract high-quality employees, increase productivity and can also improve service quality which will later bring a better coffeshop image. In accordance with (Journal 46) that this incentive can be used as a means to encourage employee motivation to improve their performance and get employees to be actively involved in the company's success. By providing incentives, employees are encouraged to work with higher discipline and enthusiasm with the aim of improving service quality and achieving better performance. In addition, wages are one of the factors that affect employee performance.

Providing good and fair compensation is very important for employees in coffeeshops. It can affect motivation, employee retention, employee satisfaction, recruitment attraction, productivity, service quality, as well as creating a positive company image. Therefore, it is important for coffeeshops to pay attention and provide appropriate compensation to maintain employee well-being and engagement in the long term.

- Evaluation

The most common form of employee evaluation in coffeeshops is in the form of weekly to yearly evaluations. Weekly to monthly evaluations are carried out to see the achievements of the targets given to employees as an indicator of incentive provision. Annual performance evaluations are conducted periodically, usually every year, to evaluate employee achievements in achieving previously established work objectives, competencies, and performance criteria. This evaluation may include an

assessment of the employee's work ability, work quality, attitude, and contribution to the achievement of the coffeeshop's business objectives.

Evaluation of human resource development programs is needed to see the extent to which potential employees do their jobs. To conduct an evaluation, there are several indicators that become a reference for the leadership, including attitude, work ethic, how to establish communication, and the ability to accept challenges from the leadership (Kinas, 2018).

By conducting evaluations, HR management assists in evaluating employee performance at the coffeeshop. Through performance evaluation, management can identify the strengths and weaknesses of employees and become a benchmark for rewarding employees. Not only to assess performance and as an indicator of incentive provision. But through evaluation, management can identify specific training and development needs for employees. This allows for more effective planning of training programs and improvement of employee competencies.

HR management evaluation can also help in evaluating the HR policies and procedures implemented in the coffeeshop. This involves looking at the successes and failures of the policies implemented, as well as evaluating the efficiency and effectiveness of the existing procedures. By conducting this evaluation, management can make the necessary improvements and changes to enhance HR management and optimize coffeeshop operations.

Overall, HR Management in a coffeeshop business is important to create a team of qualified, skilled, and motivated employees who can provide quality service to customers and support business growth and success. So that this coffeshop can achieve a competitive advantage which is the result of a management process that involves a process for identifying, developing and implementing real advantages. All existing company resources are used to formulate strategies that will be implemented in company management so that they can support coffeshops in achieving competitive advantage.

E. CONCLUSIONS

Based on the results of the discussion, HR management can help organizations achieve competitive advantage through effective management of human resources which are valuable assets in the organization. as for the importance of implementing management functions, among others, from

1. HR planning is used as the first step to ensure that the business organization has selected a number of workers with the number that suits business needs and of course has certain qualifications.
2. Recruitment and selection plays a role in implementing, and managing the recruitment and selection process of qualified employees so as to make a positive contribution to the coffeshop's competitive advantage.
3. Training and development, through effective training, employees can improve knowledge, skills, and abilities relevant to the work at the coffeeshop. Thus enabling employees to provide the best quality service to consumers.
4. Compensation, with the provision of appropriate compensation, including salaries, allowances, incentives, and bonuses, coffeeshop this will certainly be able to motivate employees to achieve their best performance. Competitive compensation and appropriate rewards can be a distinguishing factor with

other coffeeshops and provide a competitive advantage in attracting and retaining quality employees.

5. Evaluation. by conducting evaluations, HR management assists in evaluating employee performance at the coffeeshop as a basis for providing incentives, as well as seeing the form of performance procedures implemented in the coffeshop as material for making improvements and changes.

Placing HR as something of value to business organizations and requiring efforts to manage employees that will lead to loyalty and performance development so as to improve service quality that leads to customer satisfaction and creates a good experience for consumers. With proper HR management, it is expected to be able to bring and support to achieve competitive advantage for business organizations.

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