

Literature Review Human Resources as Strategic Partner of the Organization

Junengsih¹, Martinus Tukiran², Erna Herlina³, Muhammad Tito Andrianto⁴, Hermansyah⁵

¹STIE Pertiwi, Indonesia

^{2,3,4,5}Universitas Pakuan, Bogor, Indonesia

junengsih@pertiwi.co.id, martinus.tukiran@unpak.ac.id, eharlina20@gmail.com,

Tito_andrianto@yahoo.com, hermansyah@ratama.co.id

Abstract

The role of employees in the organization is a crucial part to be able to maintain the company and compete with other companies. The reason is, the role of human resources is used as a role within the organization to form a cooperation strategy in order to develop the company for the better. The method used by the researcher is a systematic literature review. The results prove that the role of human resources in the company can be used as a strategic partner for the company, especially when focused on partner organization strategies and the balanced scorecard. So, based on these results, it can be concluded that reliable and quality human resources will make a major contribution to the progress of the organization.

Keywords

human resources; partner organization strategy, balanced scorecard



I. Introduction

Human resources are defined as resources that work within the company to be able to produce quality goods and services and be able to provide the best for the company (Sugiat 2020). Humans are individuals who are tasked with shaping production within the company for the sake of the sustainability and sustainability of the company. Basically, every company needs quality human resources and has expertise in carrying out all activities within the company (Harsono 2018).

Minarsih (2018) emphasized that the main key in winning the competition in business is to create a superior quality and good. Basically, competitive advantage plays an important role for companies in order to get the attention of customers. The reason is, competitive advantage can also help overcome the challenges and threats that can arise. Human resources have a very important role in the transformation of the company (Rosenblum 1996). Factors that can have an influence on organizational development is the performance provided by the company (Agani, Munadi, and Subianto 2018).

Within the company, the leader must be able to provide the best strategy to develop the company by involving quality human resources. Purnomo (2021) argues that the company can continue to involve human resources as a strategic partner who can help the company to be more innovative. Basically, every human resource has different behavior and thoughts. This will help the company to grow. Angliawati and Maulyan (2020) argues that the role of human resources in organizations involves a form of knowledge. In this case, employees are required to acquire new knowledge along with the changing times. Through the acquisition of new knowledge, of course, employees need to have a greater attitude of professionalism.

In view Fertile (2018), organizations need to identify performance by evaluating the performance of employees. Evaluation is defined as a measurement or assessment to measure effectiveness (Agani, Munadi, and Subianto 2018). Identification of the weaknesses and strengths possessed by employees can help the organization to be able to choose the right human resources in the strategy to be implemented. Basically, the work performance of human resources tends to be different. Through the measurement, of course some human resources can be more motivated to develop. Through competition, the company is able to form human resources that have long-term capabilities.

Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

In Indonesia itself, quality human resources are still included in the low category. If the company has less qualified human resources, then of course this will make it difficult for the company to develop (Sugiat 2020). Based on this, human resources must be further improved by providing a lot of experience to HR so that they have more in-depth knowledge and can be used within the organization. So, based on this view, this research was conducted to analyze the role of human resources as a strategic partner for the organization. It is hoped that this research can provide a broader and deeper insight for the readers.

II. Research Method

The research method used in this study is a systematic literature review where researchers use keywords, namely "Human Resource", "strategic partner", "Strategy Focus Organization" and "Balance Scorecard".

III. Results and Discussion

The selected article is quantitative descriptive research, and the study of articles is taken relevant to human resources, partner organization strategies, balance scorecard

Table 1. Summary of 3 articles

| Writer (Year) | object of research | Theoretical Framework | Method | Participants | Key Findings |
|---|---|--|---|--------------|---|
| Vyas Yagneshnath , Junare Shankarrao | vendors, industry professionals, consultants and academics to clarify understanding between HR terminology Payroll, | The role of strategic human resource management as the main business partner of strategic HRM to achieve | Secondary data and literature review | | Human resource management is an important success factor for a company organization. |

| | | | | | |
|--|--|---|--|---|--|
| | HRIS, HCM and HRMS. | financial goals of an organization. | | | |
| Isidora Thymi*, Eugenia Bitsani and Stavros Pantazopoulos (2018) | Lyceum Kala Kalamata Greek Women's Association | Strategic human resource management, leadership in organizational culture | Mixed quantitative and qualitative methods through triangulation techniques. | staff. KLCoGW volunteers | Lyceum Kala Kalamata The Greek Women's Association applies its human strategic management resources, there is a strong element of 'organizational commitment', because they staff volunteer character. KLCoGW uses its unique culture in all aspects to maintain competitive advantage |
| Daniel Thoman, Robert Lloyd (2018) | HR | HR Concept, Human Resource Development (HR) | quantitative or qualitative methods, | This discussion is limited to the size and scope of the concepts used for this purpose of this examination. | HRD has influenced and influenced today business environment. |

3.1 Focus Organization Strategy

Suterisno and Munir (2021) emphasized that digital transformation in a business has shaped a change in strategy within the company. This is because several companies have implemented strategies to develop value and competitive advantage. Through this determination, the company can see opportunities to improve performance within the company and form superior competition. Every organization basically needs a deep focus on an activity. Strategy is one of the activities that the company needs to focus on. This is because the implementation of the strategy has a strong relationship with the success of the company.

Uceng (2018) defines strategy as a determination of a step to achieve long-term goals. Strategy is a plan that is unified and integrated within the company in order to form a common vision, mission and goals for employees in the organization. Umam (2019) said that the strategy is incremental or often increases continuously. In this case, strategy can be said to play an important role in organizational development, especially in uniting different individuals.

The focus strategy is used in competitive advantage within the organization. This strategy was implemented because of the need to provide services to individuals by focusing on specific segments. The application of this type of focus strategy is basically often associated with costs or differences. A strategy based on low-cost is a strategy set by the company regarding the advertising costs incurred. While the focused differentiation strategy is a strategy that focuses on the differences in the products or services offered by the company (Absah, Muchtar, and Qamariah 2018). So, based on this view, the implementation of an organizational focus strategy plays a very important role in the development of operationalization within the organization. In implementing the established strategy, it is necessary to have communication that can provide interaction between superiors and subordinates. The exchange of messages between one another can help provide good performance from employees. In the aspect of performance, it is necessary to pay attention to the responsibility, discipline and cooperation possessed by the workers (Azwina and Yusuf 2020).

In the era of digitalization, the need for quality capabilities is very important to implement. This is because every human resource is able to become a partner for the organization because of the innovative ideas that can be provided and implemented in the company (Sugiat 2020). As is known, in this era, humans often need learning and development of their abilities. In these changes, humans will focus on being more productive. This is an opportunity for companies to invite human resources to work together and serve as partners in developing the organization. In this case, the company will motivate employees to be more focused and dedicate their abilities to the progress of the company.

Basically, some companies that are experiencing rapid development involve the role of reliable human resources. One of them is the Gojek company, which can collaborate and work with employees in implementing superior strategies (Lutfi 2020). The reason is, Gojek does not have an application for Android devices, but through the input given by the employees, the company has succeeded in developing the application so that it can be better. Gojek itself was able to develop 17 services where at first, Gojek only had one service. The inputs given by human resources were studied in more depth and several strategies were selected that could provide the best strategy for the company. Along with these developments, Gojek was able to become a company that survives to this day.

3.2 Balanced Scorecard

Globalization has made a huge change in performance for companies. The emergence of globalization makes education as one of the important things that need to be owned by humans. The reason is, in the past, humans worked based on what they gave to the company. However, along with the emergence of globalization, people make performance measurements through a balanced scorecard. Performance measured through a balanced scorecard is able to guarantee developments within the organization, especially in the execution of human resources (Junusi, Musahadi, and Yuningrum 2019).

Balanced scorecard is a tool that is implemented within the company to be able to help provide a measurement of the effectiveness of strategic planning so that it can be more aligned with the vision and strategy within the organization. Balanced scorecard is defined as a form of management system that is implemented to measure organizational performance through the use of technology (Mantik 2014). In aligning the balance between strategy and execution, the company must also be able to measure the performance of its human resources. The balance between these two things can help the company in executing the strategy that has been set previously.

Sari (2019) argues that within the organization, it is necessary to have a measurement in performance to be able to evaluate the results of every activity that has been carried out by the company. Performance measurement is one form of evaluation that needs to be carried out by companies in order to measure an increase in the capabilities possessed by human resources. Performance is defined as a form of results provided by human resources through the motivation and enthusiasm that is instilled in workers. In this case, it is known that the skills possessed by employees are not effective enough so that the benefits of performance evaluation are to improve work performance and obtain training and development for human resources.(Lush 2018).

Sari (2019) states that measuring organizational performance using a balanced scorecard will assist companies in implementing organizational strategies so that they have non-contradictory performance. Basically, the balance scorecard is able to form a framework in aligning the mission and strategy of the organization which is tested on four perspectives, namely from the financial, customer, business process, and learning and growth perspectives. Through performance measurement, the company can see any progress or achievements that have been made by the company based on the achievement of the mission and also the effectiveness provided by the company.

Companies that have developed need to implement a balanced scorecard strategy to be able to test the plans or strategies that have been set previously. This can provide progress for the performance of the company itself. Innovative companies use balance scorecard measurements more often because of the need to analyze strategy. The use of a balanced scorecard has a major function, namely to clarify and translate the vision and strategy to be executed. In addition, through this measurement, the company can communicate strategies and measurements to human resources. The application of a balanced scorecard helps in determining the planning and preparation of targets and initiatives put forward by human resources. Final,

Through this analysis, companies can involve human resources to run strategic partners that have been implemented by the company. The Balanced Scorecard is an understanding developed by Robert S. Kaplan and David P. Norton where it is known that the measurement of company performance is done to make the organization stronger and more independent. Balance is a word for balance while score card is a score card, so when combined, the balanced scorecard is a score card that is implemented to be able to form a balance of performance within the company through the value provided.(Augustinah 2019).

3.3 Human Resources as Strategic Partner of the Organization

Ferdinand (2021) stated that the role of human resources in the conditions of this digitalization era can help competitive competition. The reason is, human resources is said to be a division that can help change within the organization. Human Resource can be regarded as an asset that is used to make changes. Since the 21st century, the use of technology is so great that human resources must explore these changes and learn some new developments. Human resources can be considered as a strategy in organizational change. Basically, human resources are used as factors that can provide relationships and development in the long term.

Because of this, human resources have a very important role in the strategic partner of the organization. Through this role, the organization can experience changes along with changes that occur in the environment. Human Resources are able to provide change and build change, so that the sustainability of the company can be made a top priority for human resources. However, to do this, it is necessary to have a participation from the

organization to be able to form a strategy in motivating employees to be able to shape changes that are beneficial to the company.

Organizations are known to be able to form a comfortable place in order to influence the desire of employees to work. The existence of a comfortable place makes it easier for employees to provide productivity within the organization. The reason is, this can provide an opportunity for organizations to improve company performance and overcome all obstacles that exist within the company.

IV. Conclusion

Organizations that have developed and have innovative strategies require the implementation of a strategic focus organization and a balanced scorecard that is used to analyze the performance provided by the organization. Through this implementation, of course the organization can develop and improve the strategies that have been set. Measurement of company performance is able to provide change and development in the future. This can be seen from the companies that are still able to survive. The reason is that large companies that can still survive involve human resources in planning strategies and helping companies to grow.

Human resources who can have the persistence to acquire knowledge with high enthusiasm can help the company to further develop and align the strategies that have been set. The strategic partner organization concept applied within the company is a new strategy that is determined based on the changing times. Nowadays, companies often involve knowledgeable employees to contribute within the company. Through a partnering strategy, human resources can be more motivated to participate and contribute in the company.

So, it can be concluded that, human resources make a big contribution to the progress of the company because it can help develop a more innovative idea. The role of human resources as a strategic partner in the organization can help foster motivation within employees to provide the best for the company. The concept of a partner in this case is certainly different, because human resources can feel that they are useful for the company and later there will be benefits for workers.

References

- Absah, Yeni, Yasmin Chairunisa Muchtar, and Inneke Qamariah. 2018. *Strategi Keunggulan Bersaing Untuk Meningkatkan Kinerja Umkm Berbasis Intellectual Capital*. USU Press.
- Agani, Muhammad Al, Rizal Munadi, and Muhammad Subianto. 2018. "Evaluasi Kinerja Sistem Informasi Akademik Menggunakan IT Balanced Scorecard Pada Universitas Serambi Mekkah Banda Aceh." *Jurnal Informatika Upgris* 4 (1). <http://journal.upgris.ac.id/index.php/JIU/article/view/2071>.
- Angliawati, Ria Yuli, and Feti Fatimag Maulyan. 2020. "Peran Talent Management Dalam Pembangunan SDM Yang Unggul." *Jurnal Sain Manajemen* 2 (2): 28–40.
- Augustinah, Fedianty. 2019. "Manajemen Kinerja Balanced Scorecard Untuk Koperasi Dan UMKM." *Jurnal Ilmiah Administrasi Bisnis Dan Inovasi* 2 (2): 219–35. <https://doi.org/10.25139/jai.v2i2.1125>.
- Azwina, Diana, and Shahnaz Yusuf. 2020. "Pengaruh Komunikasi Organisasi Terhadap Kinerja Karyawan Pada PT. Gapa Citramandiri, Radio Dalam – Jakarta Selatan." *Jurnal Disrupsi Bisnis* 3 (1): 28–43.

- Ferdinan, Bernardus Aris. 2021. "Human Resources as Agents of Change in Organizations." *International Journal of Trend in Research and Development* 8 (3): 1–8.
- Harsono, Budi. 2018. "Analisis Proses Rekrutmen Karyawan Pada Direktorat Sumber Daya Manusia (Sdm) Informasi Dan Umum Di Fungsi Hr Operations Pt Pertamina (Persero)." *Public Administration Journal* 2 (2): 232–52.
- Junusi, Rahman El, Musahadi Musahadi, and Heny Yuningrum. 2019. "Balanced Scorecard: Strategy Towards World Class University." *Economica: Jurnal Ekonomi Islam* 10 (1): 87–116. <https://doi.org/10.21580/economica.2019.10.1.3429>.
- Lutfi, Hilman. 2020. "Go-Jek: Regulatory Restrictions and Local Wisdom'S Challengers Faced By the Unicorn." *Jurnal Wawasan Manajemen* 7 (3): 269–84.
- Mantik, Hari. 2014. "Mengukur Dan Meningkatkan Kinerja Teknologi Informasi Melalui Balance Scorecard." *Paper Knowledge . Toward a Media History of Documents*, no. September.
- Minarsih, Maria Magdalena. 2018. "Peran Human Capital Terhadap Kesuksesan Organisasi (Studi Kasus Pada UMKM Kec. Banyumanik, Kotamadya Semarang)." *Jurnal Ekonomi Dan Bisnis Kontemporer*, 1–12.
- Niati, D. R., Siregar, Z. M. E., & Prayoga, Y. (2021). The Effect of Training on Work Performance and Career Development: The Role of Motivation as Intervening Variable. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 4(2), 2385–2393. <https://doi.org/10.33258/birci.v4i2.1940>
- Purnomo, Albert Kurniawan. 2021. "Analisis Penerapan Green Human Resource Management Pada Perusahaan Tekstil." *Mbia* 20 (2): 177–85. <https://doi.org/10.33557/mbia.v20i2.1416>.
- Rosenblum, Judith A. 1996. "Human Resource Champions." Harvard Business School Press.
- Sari, Rini Ratna Nafita. 2019. "Implementasi Balanced Scorecard Sebagai Tolok Ukur Pengukuran Kinerja." *Ekuivalensi Ekonomi Bisnis* 13 5 (2): 190–203.
- Shah, M. M., et al. (2020). The Development Impact of PT. Medco E & P Malaka on Economic Aspects in East Aceh Regency. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Volume 3, No 1, Page: 276-286.
- Subur, Rahmat. 2018. "Persepsi Manajer Terhadap Pengukuran Kinerja Berbasis Human Resource Scorecard." *Jurnal Manajemen* 9 (2): 094. <https://doi.org/10.32832/jm-uika.v9i2.1524>.
- Sugiat, Maria Apsari. 2020. "Pengembangan Sdm Unggul Berbasis Collaborative Strategic Management." *SULTANIST: Jurnal Manajemen Dan Keuangan* 8 (1): 1–9. <https://doi.org/10.37403/sultanist.v8i1.175>.
- Suterisno, Fadly, and Ningky Sasanti Munir. 2021. "Strategi Penyempurnaan Implementasi Shared Service Multi Tower Pada Subholding Commercial & Trading Pertamina." *Jurnal Muara Ilmu Ekonomi Dan Bisnis* 5 (2): 261. <https://doi.org/10.24912/jmieb.v5i2.11678>.
- Thoman, D., & Lloyd, R. (2018). A review of the literature on human resource development: Leveraging HR as strategic partner in the high performance organization. *Journal of International & Interdisciplinary Business Research*, 5(1), 147-160.
- Thymi, I., Bitsani, E., & Pantazopoulos, S. (2022). Strategic human resource management and leadership of cultural organisations in the 21st century. *International Journal of Cultural Management*, 1(1), 58-79.

- Uceng, Andi. 2018. "Perumusan Strategi Organisasi Terhadap Mutu Pendidikan Pada Dinas Pendidikan Kabupaten Sidenreng Rappang." *Akmen Jurnal Ilmiah* 15 (1): 132–37.
- Umam, Muhamad Khoirul. 2019. "Lembaga Pendidikan Islam Dalam Telaah Lingkungan Strategik." *Jurnal Tinta* 1 (2): 16–29.
- Vyas Yagneshnath, J., & Junare Shankarrao, O. *Hrms-A Strategic Hrm Partner And An Optimistic Profit Center For An Organization*.
- Werdhiastutie, A. et al. (2020). Achievement Motivation as Antecedents of Quality Improvement of Organizational Human Resources. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Volume 3, No 2, Page: 747-752.