

## **The Relationship between Best Practices of Human Resource Management and the Operational Effectiveness of MSMEs**

### **Hartatik**

Informatics Engineering Department, Vocational School, Sebelas Maret University, Indonesia.  
E-mail: hartatik.uns@gmail.com

### **Evi Nilawati\***

Universitas Gunung Kidul, Indonesia.  
E-mail: alfitra\_n@yahoo.co.id

### **Vera Sylvia Saragi Sitio**

Universitas Dirgantara Marsekal Suryadarma, Indonesia.  
E-mail: Vera.sssitio@gmail.com

### **Diansanto Prayoga**

Universitas Airlangga Surabaya, Indonesia.  
E-mail: diansantoprayoga@fkm.unair.ac.id

### **Rusliandy**

Universitas Djuanda, Indonesia.  
E-mail: rusliandy1980@gmail.com

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### **Abstract**

All businesses have the main objective, namely to gain profit and be sustainable. To achieve this, the role of good human resources (HR) practices is significant. How are the relationships and dependencies of the two variables? We have collected many international publications that discuss MSMEs and HR best practice governance issues in many contexts. We get data from an electronic search for the Google Scholar application. Next, we continue the analysis process by starting with a coding system, in-depth interpretation, critical evaluation, and final summary as the findings data on the analysis questions are valid and consistent. Based on existing data, we conclude a very close relationship between governance and HR best practices towards achieving the operational effectiveness of MSMEs to achieve profit and sustainability.

### **Keywords**

HR Best Practice, MSME Operations, Profits and Sustainability, Review Studies.

## **Introduction**

One of Indonesia's top goals is the growth of micro and small businesses (MSMEs). For the sake of a self-contained company, these businesses are the economic system's bedrock. The government's attempts to expand the micro and small business market have slowed. After the economic and financial crisis in 1997, the interests of this sector and business activities have grown. This industry is proliferating and is also able to support national economic growth. These circumstances and facts align with the findings of Kristiyanti, (2012) analytical research on the strategic position of small and medium enterprises in national growth. Because small and medium enterprises have the potential to build jobs at a low cost. Compared to large companies and state-owned enterprises, which are capital intensive and have large operating reserves, they are often innovators and have a high degree of versatility. (Brazer & Daryanto, 2019).

The analysis shows that both external and internal influences affect the success of small businesses. Internal influences such as the consistency of human resource administration of corporate management and other factors, access to finance, and marketing support for the business environment are also examples of internal factors. Human resource growth activities are meant to serve as foundations of a populist economy that will serve as the main engine of the people's economy. For example, the Surakarta City Government's attention is expected to be the key to Indonesia's economic development. Governments must also follow these steps in other provisions because this is part of a productive business development strategy which is part of an economic development program, especially if it is far from the task of the government, which has an action plan to build the people's economy that has been mandated by the law and the state constitution. If the administration predicts the financial advancement plan for the low-pay individuals, Indonesia will require an extra 20 million new specialty units in the MSME area in the following 15 years. (Lupikawaty & Andriyani, 2021). The advancement of new business people is identified with endeavors to encourage a favorable business climate. The HR of SMEs is as yet negligible. Business and expanding profitability are fundamental in the focal point of fortifying HR. The utilization of innovation is progressively fundamental in the advancement of the UMKM creation measure.

As indicated by Aisyah et al., (2017) the nature of human asset capabilities like information, abilities, and capacities, and mentalities in a business venture should be improved so Indonesia can profit from the country's economic development. The business venture should be joined by human asset improvement from different viewpoints, says the creator. The authors conclude that the quality of SMEs in Indonesia is relatively low and that human

resource development is needed to increase productivity and growth. The author believes that the country needs to increase SME entrepreneurs in Indonesia in the future. The most important thing is the procurement and capacity building of MSME managers who are superior to best-quality practices.

MSME human resources must be considered in order to be able to be creative. Through the implementation of HR competency development, the strength of MSMEs will easily survive any financial crisis. To help with this, the government needs precise and accurate data to make it easier for the government to take policies and anticipate them. For this reason, the author is interested in conducting research aimed at understanding the relationship between best practical HR management and the effectiveness of MSMEs in achieving their final goals. So HR competencies must be studied in depth so that the need for best practices in MSME governance and its impact on employee performance can be easily identified. So the author wants to know the magnitude of the influence of best practical HR management influence on employees, which consists of understanding, skills, and abilities on staff performance at MSMEs itself. (Ganyaupfu, 2013). So that policymaking and other parties will quickly find out whether there is an influence on both variables.

As successful small and medium-sized businesses focus on training and growth, HR management is essential for small companies. Effective HR management will also help businesses attract and retain significant clients and businesses. There are extensive organizational checks with ISO 9000 guidelines to see if their small business suppliers own and comply with the HR policies. For example, in Latin America and Sub-Saharan Africa, these are regions where women are most likely to start a company. Women in developing countries have more job opportunities than men, but they are not involved in companies. (Yousafzai et al., 2015).

Best human resource management practices in developing MSMEs should refer to its efforts to control its human resources equally and relevant. Because later on, these human resources will help organizations and SMEs in achieving their goals. Any issues, including workers, laborers, supervisors, or entire staff related to work, are taken to company notification. The corporation aims to address its HR challenges in all HR divisions to follow its principles and communities. Companies enter HRD division jobs to include quality talent acquisition. According to Rao & Teegen, (2009) managing human resources, such as HR management, recruitment, coaching, and supervision, is all personnel department's programs. Frequently, do not forget to build a work environment that supports the achievement of business goals. Personnel management is one of the organizational

positions and is responsible for the procurement, management, and direction of human resources in the workplace. Not only that, but the management is also responsible for ensuring that workers work to their full potential by empowering them.

The job of human asset the board makes a binding obligation to the capacity of each private company to satisfy its goals. Where the part of human asset greatness in each UMKM should have the option to build efficiency and accomplish the last objectives of MSMEs. The main job of HR, the board, is to get ready to settle on the correct choices. The choice practice is as yet named part of the human asset the board obtainment stage. Since human asset fitness is one of the fundamental elements in the MSME business. Gomez-Mejia et al., (2007) where the change and administration of HR is a method of working together was fundamental. Expanding the capability of HR through expanded information and abilities is the way to improving the exhibition of MSMEs.

Performance evaluation compares employee performance in one period with an agreement that has been mutually determined. It is also part of Human Resource Management (HRM) because compensation is given to employees in return for contributions made to the company. It can be in the form of money, but it can also be in goods. The principle of compensation is fair and appropriate, following workers' responsibilities, achievements, and achievements. HR management is an initiative undertaken by the HR department to ensure that employee-company collaboration lasts for a long time. The only approach to retaining workers is to use suitable negotiation methods so that HR can respect their circumstances and their desires to work. HR management is tasked with minimizing unwanted consequences and endangering company goals. (Rengifurwarin et al., 2018).

There are four main objectives in introducing HR management in a company. Human resource management in a company aims to be responsible for the problems of the company's workforce. The corporation aims to maintain its human resources at a high level to increase long-term survival. HR management can help businesses set targets and monitor how well they are achieving them. According to the SWOT report, all aspects of human resources in carrying out activities optimally make the company's goals easier to achieve. Human resource management. (Chang & Huang, 2005). He added that strategic human resource management on company performance would be a definite asset and strategy.

HR arranging strategy is a methodology to build the profitability of HR. Human asset creation is fundamental for the drawn-out endurance and dynamic development of an organization. Preparing is one of the elements that will aid this period of HR development. A fruitful organization understands the worth of an HR development plan and knows about

the means that should be taken. HR improvement program arranging has a few targets, particularly: Determining the nature of representatives and guaranteeing the accessibility of current and future workers, and limiting the event of blunders in the execution of work undertakings. Become a guide in deciding enrollment, determination, and representative order programs. The HR improvement technique can run well on the off chance, joined by a very much arranged HR advancement program.

## **HR Development**

The initial step is to decide and encourage goals, target achievement, and competitive HR needs, usually starting from the direction of the governance section of the program. (Mondy et al., 2005). It is better if the assessment is carried out in advance through meetings and concessions. This assessment stage refers to the stages that have been completed. This program maker can anticipate whether the prepared program will produce results or expect amendments to realize the next superior human resource improvement program. Note that the means to make the human resource improvement program above has been carried out with careful consideration.

## **HR Development Strategy**

The procedures for increasing human resources that the organization can complete are as follows. The HR improvement methodology includes giving freedom to each representative to share individual thoughts and thoughts. (Richard & Johnson, 2001). There are several types of preparation and enhancement of human assets that should be made possible. Among them are ability preparation, retraining or retraining, cross-use preparation, group preparation, and innovative preparation. HR improvement is an effort that can be made to frame and create quality individuals who have the right staff, capacity, and dependency to complete their work in an organization.

According to Sembiring, (2016) improving competent human resources in SMEs and their impact on the performance of SMEs must be a serious effort from all groups. So an HR development methodology is needed to think about that many organizations compete for a qualified workforce in the current innovation period. Having qualified workers is the most excellent resource for an organization. For this reason, all issues related to workers must be adequately monitored. The use of an HR program will help common sense today HR the board.

## **Method**

Businesses, big and small, certainly have cause and effect in their struggle to achieve the ultimate goal. Everyone will understand the goal of each business, namely, for the benefit of particular strategies and approaches. Good human resource practices are significant so that it becomes the most crucial element besides components. How the dependence of the two HR variables on MSMEs is the aim of this study. First, we collected international papers that discussed HR best practice governance and MSME best practices in many business fields. We look for data from electronic googling on the Google Scholar app.

Furthermore, analyzing the data with a coding system, in-depth evaluation, critical interpretation, and drawing a final summary with valid and realistic data findings in answering the final objectives of this paper. We rely on current data, and we systematically specify the paper from 2010 to 2021 so that our data is up to date. In the research process, we design it in a qualitative and descriptive study by following it. (Hu et al., 2015).

## **Finding and Discussion**

In this segment, we present the consequences of an audit of ten example distributions that look at the connection between HR administration and accomplishing the definitive objectives of each UMKM. The main discoveries come from Ogunyomi & Bruning, (2016). They say that the HR resource board and the final execution of little and medium undertakings in Nigeria are firmly related. The connection between the human resource board (HRM) and the organization execution of the affiliation has gotten primary exploratory thought. This test is part of the way through this opening recorded as a hard copy that is HRM practices address 16% of the distinction in the non-financial execution of SMEs in Nigeria. Examinations track that enhancements in human resources and related government assistance and security have a close relationship with non-monetary execution. It worked out that what they found was affirmed through the proof of different investigations from the investigation who demonstrated a three-overlay structure for understanding HR administration rehearses in different private venture territories South-Eastern Europe.

The best practical advantages in the small business area were also tested. They succeeded in proving the progress of SME administration practice for the proper execution of executives planning to examine the gap between hypothesis and practice inboard implementation in SMEs. It took them a glimpse of 37 European SMEs through 232 semi-organized and close and personal meetings with administrators. This paper finds that UKM draws with four performance cycle boards. It recommends various approaches to

improve SME administration practices to achieve a more tailored perspective of the overall presentation size, including components for changing events and implementing exemplary practices in organizational performance. The fundamental assessment for making board practice more attractive lies in the appropriate and adapted use of restorative and operational practices and measures. Belas et al., (2020) also made the same findings, where he understood how the natural view around macro and micro businesses on innovation and performance of small business development in Indonesia.

Anuar & Yusuff, (2011) contemplated collecting best practices in Malaysian little and medium endeavors (SMEs). The paper is the essential undertaking to benchmark best gathering practices in some Malaysian ISO 9000 avowed SMEs. Considering a comprehensive request of composing on execution was necessities, eight zones were perceived. Results showed that the level of best Manufacturing practices could be improved further. The paper gives significant pieces of information and can help Malaysian collecting associations to do endorsed techniques. It relies upon an outline of 270 ISO 9999 guaranteed to deliver SMEs in Malaysia that surveys just covered eight spaces of benchmarking and were researched using definite bits of knowledge. The results showed that among the eight zones, the customer community is the most done locale with the most raised mean of 4.16, followed by quality (3.92), the chiefs (3.78), SCM (3,56), and HRD (27).

Then Teo et al., (2011) researched the human resources upgrading HRM frameworks and cutting edge representatives in Australia assembling SMEs. This examination receives a human resources viewpoint to inspect the representative and authoritative presentation of little and medium undertakings (SMEs) in Australia. Cutting edge workers' presentation was found to intercede the effect of the HCE HRM framework on assembling execution results. Hypothetical and viable ramifications are examined comparable to the administration of forefront representatives in upgrading apparent workers and assembling execution.

Bilan et al., (2020) noted recruiting and holding gifted representatives in SMEs: issues in human asset practices and connections with authoritative achievement. Business. Recruiting and holding gifted laborers is possibly the most troublesome HR assignment on the board in small and medium-sized endeavors. Issues of recruiting and hold gifted laborers have some association with benefit, study finds. Issues incorporate lack of representatives with required abilities, inner issues of guaranteeing allure of occupations, and wasteful HR on the board. There are no nearby connections between components of recruiting viability and maintenance of gifted specialists with the financial accomplishment of the association, creators say. The acts of HR executives in Ukraine are generally constructed tumultuous,

without breaking down the effectiveness of utilizing different assets. The examination was led through the bunch investigation in Ukraine.

Efforts to empower human resources with the power of technology were also studied by Hitka et al., (2018). They say that a vital gadget from human resources is the leader for the SME movement in the timber industry. This study looks at the corporate culture level favored in Europe, Asia, and Russia. Agencies of the Czech Republic, Slovak Republic, and the People's Republic of China support gathering corporate cultures in the Russian Federation; agents support a significant market and chain of corporate social order that company culture within the Baby Boomer ages, X and Y is analyzed. Positive company culture can add to the development of extra-basic associations and successful practices.

Likewise, Nolan & Garavan, (2016) findings through their project to improve human resources in SMEs through a detailed review of the composition were the same. They also said HRD investigations in SMEs would remain low if the prevalent use of technology from HRD in general. This paper reports a review of composing objectives (SLRs) to consolidate the research around here. The controlled screening measure paper in the latter illustrates 117 papers presented in 31 journals from 1995 to 2014. We propose additional thinking to encourage the development of this space to investigate the level of speculation, substance, and theory.

Likewise, Schmelter et al., (2010) study focus on improving the company's business through HRM training and education. Through evidence from SMEs in Germany. Corporate business is essential for small and medium enterprises (SMEs) to stay afloat. Nonetheless, it is difficult for these associations to select SME board practices important for promoting CE. This investigation aims to determine which human assets are trained by the CE (HRM) board in SMEs. We examined the linkages between explicit HRM exercises (staffing, staff upgrading, preparation, staff rewards, expert assignments) and CE measures (inventiveness, hazard likelihood, proactivity, new business ventures, and self-rebuilding). With that in mind, we share precise information from a cross-sectional dataset of 214 information-concentrated German SMEs.

The results provide appropriate evidence for the strong effects of staff determination, staff progress, and preparation, such as staff rewards in CE. We add to the CE / HRM research stream, which is mainly subjective, by recognizing explicit beneficial methodologies that SMEs can use to enhance pilot action through HRM training and examine the positive effects such movements can exert. In different nations, Moomal & Masrom, (2015)



analyzed how ICT advancement and the effect on e-Business and HR methodologies in Pakistan.

Cunningham & Rowley, (2010) noticed that tiny and medium-sized endeavors in China: a composing review, human resource the leaders, and thoughts for extra investigation. SMEs' importance has extended, with an extension in the proportion of investigation thought paid to them. Money, promotion, and possession are the focal subjects of the conversation. A few investigations of human asset the board (HRM) in SMEs in China are the outcomes requiring more complex hypothetical models and more longitudinal exploration.

The final result came from Hermawati, (2020) who researched that the transglobal administration's way of dealing with maintainable the travel industry seriousness at the travel industry area drew in MSMEs through incorporated human asset execution and capable marketing. This assessment hopes to take a gander at the effect of transglobal drive on nature of work-life (QWL), work consideration, definitive citizenship direct (OCB) and human resource (HR) execution of the movement business territory associated with small scale, nearly nothing and medium endeavors (MSMEs) in East Java. The examination found that HR execution influenced competent advancing and legitimated the movement business earnestness. The movement business advancing thought and application responsible for executing the movement business market thought were fused into the HR and displaying systems. The assessment found that tourists need to understand the promoting technique to control sustainable movement business power in East Indonesia. This investigation included 800 agents and 600 voyagers (both local and new). The assessment was coordinated in 16 the movement business expected metropolitan networks and 200 the movement business territory MSMEs in East Jakarta that was coordinated using a purposive analyzing system and a base norm from a basic model. This assessment included that the QWL variable (M1) coordinated the effects of trans overall expert on HR execution.

## **Conclusion**

Based on the results of the discussion of the study results on the last ten findings and the quotations in the literature section above, we find that the objectives of this study have answered the problem validly. The reason is that the majority of the evidence in the initial study states that there is a close relationship between the patterns of HR management in achieving the core goals of every small business in many application contexts. Because without a superior SDM training method, it would be impossible for MSMEs to excel in their competition, especially now that businesses are racing with each other in the digital

era marked by various innovations and creatives. Thus the findings of this review of our paper will be helpful to the parties.

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