

Implementation Of Strategies To Increase Competitive Advantage And Company Survival Post Pandemic Covid-19 In The Industrial Revolution 6.0

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Abstract.

The business strategy plays an important role in the manufacturing industry sector as an effort to increase income and maintain business viability which is very necessary to deal with the problems of the post-covid-19 pandemic in the 6.0 revolution era, resulting in a decrease in the company's income level resulting in a weakening of the ability to maintain business viability and competitiveness can be avoided. Many companies go bankrupt and die in business activities because they have not properly implemented their business strategies. PT. DS Global is one of that can survive with unfavorable economic conditions, this company has implemented various strategies, strategies related to human resource management as well as the use of technology and information supported by company resources as a unit that cannot be separated and influence each other in the implementation of its business process activities. Human resource management strategy, strategic uses of information technology, building a customer-focused business, value chain strategy, and strategy to build a knowledge-creating company. The strategy carried out by the company has been able to create conditions to maintain survival and be able to compete in the era of the industrial revolution 6.0 and face the post-covid-19 pandemic resurgence that has hit the world today.

Keywords: Strategy Implementation, Competitive Advantage, Company Survival

I. INTRODUCTION

The organizations, maintaining business continuity is something that must be done in the face of increasingly competitive global competition. Of course, this is not an easy thing, it takes the ability of the organization that is supported by all citizens of the organization from lower-level employees to the level managers and directors. Without a concerted effort, this will be very difficult to achieve. For organizations today to face the era of globalization and recovery from the post-covid-19 pandemic, it is an initial orientation that needs attention, especially the management of company resources, which will be increasingly difficult so that special attention and company strategies are needed to retain employees and maintain the company's survival under what is expected. needed and expected. Conditions after the covid-19 pandemic are difficult conditions where many employees are still traumatized so they need a strategy to be able to raise morale and escape from the trauma of the period they have experienced. [1]The impact of the COVID-19 pandemic is extraordinary, according to the International Monetary Fund (IMF) projecting that the global economy will grow at minus 3%. In the first quarter of 2020, economic growth in some of Indonesia's trading partner countries grew negative: Singapore -2.2, Hong Kong -8.9, the European Union -2.7, and China decreased to minus 6.8. Some countries still grew positively but decreased when compared to the previous quarter. The United States fell from 2.3 to 0.3, South Korea from 2.3 to 1.3, and Vietnam from 6.8 to 3.8. [2].

Based on year-on-year growth, the largest source of Indonesia's economic growth in Q1 2020 was in the information and communication sector at 0.53 percent as a result of physical distancing and the PSBB was introduced to prevent the spread of COVID-19 which affected all sectors of economic activity in Indonesia. . Where many community activities such as the small industrial sector, medium industry, and the manufacturing industry sector went bankrupt [3]. But this is certainly not an easy thing, it requires the right strategy. So that business revival will be achieved quickly[4].For companies to deal with this situation, a manager or organizational leader must have knowledge and skills in managing or managing all organizational resources to achieve organizational goals in the face of the post-covid-19 pandemic and the era of globalization [5]. Companies must have members and company leaders who are qualified, motivated, and able to communicate and work well together. Operational excellence and crisis management must be

well integrated because the company is dealing with one crisis period after another. Factors of corporate culture, reward systems, career development, and employee abilities that play a role in the success of the revival of a business need special attention[6].

Human resource management is one of the strategic areas of the organization. So it requires knowledge of human behavior and requires the ability to manage to achieve the effectiveness of organizational goals. So that in the preparation of human resource strategies it must be relevant and in line with the preparation of business strategies which will require more commitment and involvement from resource managers in the organization[7]. Human Resources Management is part of the management function that is vital and the pulse of the success of the organization's activities. To achieve common goals with other people, human resource management must focus on employees both as subjects or actors and at the same time as objects of actors. So how to manage employees in an organization that is planned (planning), organized (organizing), implemented (directing), and controlled (controlling) so that the goals achieved by the organization can be obtained as optimally as possible, efficient, and effective for the success of maintaining the survival of the company [8]. Human Resource is a central factor in an organization. Whatever the form and purpose, the organization is made based on various visions for the benefit of humans and in carrying out its mission it is managed and managed by humans. So, human resources are a strategic factor in all business activities for the organization. [8]. Technological changes in the era of industrial revolution 6.0 will continue to shift a job.

II. METHODS

This study uses a descriptive qualitative research type. According to (Sugiyono, 2014) research is used to analyze data by describing or describing the data that has been collected as it is which can be generalized or generalized. This study uses qualitative data types. This type of data comes from information derived from interview data and other supporting data, which after processing the results in the form of conclusions. This research was conducted in the garment manufacturing industry of PT. DS Global is located in the Bonded Zone Industrial Estate, Cakung, North Jakarta. Data collection techniques in the form of interviews with PT. DS Global is represented by Mrs. Donna Savitri SH as HRD and production manager Mr. Purwanto. Sources of data used [10] (a) Primary Data, is data directly collected by researchers from the first source. The first source of this research comes from interviews conducted with resource persons. (b) Secondary Data, are all data obtained indirectly from the object under study. Data obtained indirectly, data obtained from other media, documents from companies, journals, books, and websites that are appropriate to support this research.

III. RESULT AND DISCUSSION

PT. DS Global is one of the industrial companies in the garment industry with an export and local orientation, in creating and facing global competition to achieve a competitive advantage in its products so that it will be able to compete with products from competing companies, especially in creating relationships with consumers (buyers) with continuing to provide timely services, product quality by customer desires and be able to create good relationships with employees to be able to create the company's vision and mission. The strategies implemented include:

3.1. Human Resource Management Strategy

This company first determines the steps that must be taken when competing, by determining the steps in each existing department to support competitive goals. The company determines the policies carried out by human resource management by considering and aligning it with the strategic objectives that have been determined in facing the era of the industrial revolution 6.0 [8]. Human resource management strategy by conducting and formulating policies related to human resource strategy based on the capabilities of employees and the actions that need to be taken to achieve these strategic goals. Human resource managers identify the capabilities of company employees which are used as a measure in policy making and practice actions that must be taken that are in accordance with the skills and behaviors of these employees needed to

achieve the goals that have been set. This can be seen according to the flow of the applicable human resource management strategy process carried out by the company according to the following picture:



Fig 1. Dessler's HRM Strategy (2015)

Considering human resources is a strategic way of capacity building. Strategic innovations in human resource development include restructuring of human resource management at all levels and across divisions within organizational units. This agrees with Barney [11] that to utilize human resources as a sustainable competitive advantage, first of all, human resources must add value to the company. There are many potential workers with different skills, abilities, and abilities, and companies are trying to attract the most talented ones to add value to the company. Second, human resources must be able to create a sustainable competitive advantage. All recruitment and selection programs of organizations that have HRM practices should focus on attracting and recruiting the most skilled or talented employees. Third, human resources are resources that cannot be imitated from the unique skills, abilities, and competencies of people, these human resources have no substitute so that they will be able to support and create a sustainable competitive advantage for the company. Technology, business processes, production processes, products, services, markets, supply advantages, strategies, and various business-related resources can be imitated in certain ways. PT. DS Global has implemented this strategy so that the capabilities and competitiveness of the employees are already very qualified and reliable according to their field of work. The support from employees in this company is very loyal and committed in every activity and has been determined. Each section has been integrated and good communication has been established so that what has been planned and determined in providing services to the customer (buyer) never disappoints and is always on time by the agreed work contract

3.2. Strategic Uses Of Information Technology

PT. DS Global in maintaining the viability of its business by building the use of technology that can support all activities related to the production process. The equipment or capital goods used have been supported by the use of computerized machine technology and the availability of adequate supporting facilities related to these activities. Each part or division within the company has been integrated with an information system that can provide information to all parts of the company in the ongoing production process from the agreed order. Meanwhile, services to customers (buyers) are built with an integrated system that is directly connected to customers so that they can see in real-time the development of products that have been ordered. This is to the research of Putri et al., if the company will focus on utilizing all the opportunities it has to seize the market and minimize weaknesses, the priority of success factors will start

from improving the performance of its resources and supported by the right information technology, the company can overcome the need for the development of technological devices to achieve company targets while still providing relevant information to customers.[6].

3.3. Building a Customer-Focused Business.

PT. DS Global carries out service activities to consumers by applying that consumers are kings so that they are more likely to provide flexibility to consumers or customers to assess the products the company produces. Companies are required to be able to provide the best service to buyers. For example, the company is obliged to send product prototypes to the customer to be checked for quality standards and specifications by the buyer according to the criteria. The buyer will provide an assessment of the quality of the resulting sample product by providing direct feedback, whether related to corrections or approvals, before carrying out the entire production process for ordering goods that have been carried out according to the contract. So that the company is more concerned with customer-focused by providing the best for consumers (buyers) and being satisfied with the quality both in terms of service and products produced based on the wishes and conditions of the buyers who have ordered. price) they pay. This is to research (Kurriwati, 2017) Customer loyalty and satisfaction, profitability, and customer retention are the principles that must be carried out by the company. Therefore, it is proper for companies and customers to establish mutually beneficial relationships. Customers must be the breath of the company's life by paying full attention to their needs and desires

3.4. Value Chain Strategy

PT. DS Global implements a value chain strategy well so that it can sustain and create quality products. Because failure to create quality will result in additional costs to be borne by the company. Where it will be necessary to have additional costs to repair the production goods, including costs for overtime employees. A loss that will continue to result in the production of the next item in the production schedule will continue to affect the survival of the planned production process. Value Chain activities that are applied are more in line with those found by Michael Porter, which is a model used to help analyze specific activities that can create value and competitive advantage for an organization or company. The activities in the value chain include:

1. Primary Activities

a. Inbound logistics

Is an activity related to material handling before use? In the company, these activities are carried out by the warehouse department. Where in this part of the warehouse the activities carried out include grouping production raw materials according to the model (style), grouping auxiliary/supporting materials (accessories), and sorting and checking the quality of these materials. As well as recording how many raw and auxiliary materials have entered and how many have not.

b. Operations

Is an activity related to processing input into output? In this company, the management is very good by paying attention to the existence of a system rather than the production process while maintaining quality standards from raw materials to manufactured goods. The operation activity scheme is as follow

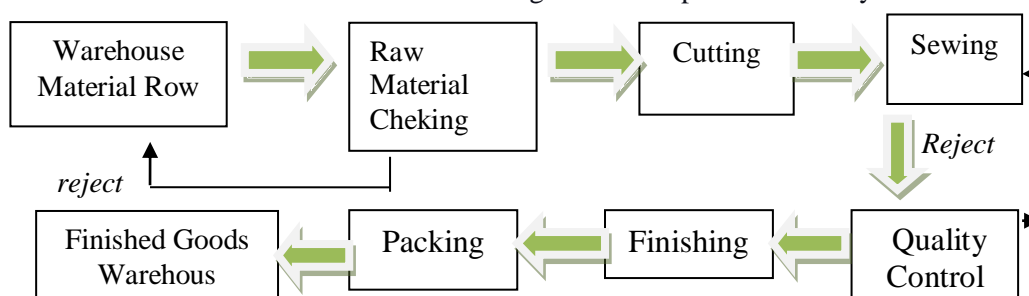


Fig 2. Operation scheme in processing input into output (2021)

c. Outbound logistics

An activity carried out to deliver the product to the hands of consumers. In our company, we deliver product results by carrying out activities by sending goods through an agreed shipping agent, the amount and

time. This agreement has been made before the delivery of goods. This agreement is through a Letter of credit or Contract Sheet.

d. Marketing and sales

An activity related to customer satisfaction services so that they are interested in buying products. In this company, a team has been formed to handle the process of ordering goods from the initial stage, the communication stage to the delivery of these goods. This activity is handled by the marketing division.

e. Service

An activity that maintains or increases the value of the resulting product. The company has provided services by providing timely delivery services with high product quality because all production goods to be sent have gone through quality checks from raw materials, semi-finished goods, and finished goods by the quality control team. With a commitment if the goods sent are not by the standards, the company is willing to cut the payment for the goods of return.

2. Supported Activities

This is a strategy for preparing human resources who will be able to carry out all activities and activities to achieve company goals. So that in carrying out this activity, you must look for qualified human resources by the required standards

a. Recruitment

It is an activity related to the process of obtaining human resource input. The company opens opportunities to finding human resources to fill the vacancies of certain sections or divisions by opening job vacancies through mass media, employee friends, and making announcements on bulletin boards, as well as searching for the required employees with very strict criteria and selection under the competencies required by the company with the hope that the company will be able to create a sustainable production cycle even though there has been a replacement or employee turnover, the process of recruiting new employees as replacements must at least have the same abilities as the employees they replace.

b. Human Resources Management

It is an HR management activity starting from the recruitment process, providing compensation, to termination of employment as well as developing human resources or employees. In PT. Doo Seung Global has done well in the HR Division

c. Technological Development

Is the development of equipment, software, hardware, and procedures, in the transformation of products from input to output. This company has developed modern technology to support the creation of quality products. The machines used in the production process are all automatic so that the operation will be faster and the quality of the results will be better. As well as the preparation of technicians who are reliable and can quickly respond and respond to engine problems that are damaged so that they will not interfere with the production process that must be produced every day.

e. Infrastructure

Infrastructure in the company PT. DS Global has been well built, namely with the divisions or functions in the company such as accounting and finance divisions, marketing divisions, export-import divisions, Sample divisions, production divisions, and human resources divisions. Where each division will serve and carry out the needs of the organization and bind the parts into a unified organization. This company has been supported by highly competent resources in its fields. In each division have been selected people who are experienced. The company has the view that the activities of each division will provide strong support for the success and success of the production process activities to provide service satisfaction to customers. This is to Periansya's opinion that the application of the value chain to production activities in the company can provide a perspective on where the company is located in the value chain of other industries. This will help companies to understand the value chains that make up the company's products. This will make it easy to understand the changing position in a chain that forms the value of the product, as well as to identify opportunities and see opportunities in competition with competitors. In addition, by implementing the value chain, it can determine the strategy that will be used in the competition so that the

management can determine the strategy and increase the competitiveness of the products produced with other products. [12].

3.5. Strategy to Build a Knowledge-Creating Company

PT. DS Global has built management knowledge in the implementation of its activities. Conceptually, it is an organizational activity in managing knowledge as an asset, wherein various strategies there the distribution of the right knowledge to the right people and in a fast time, so that they can interact with each other, share knowledge and apply it in their daily work to improve organizational performance. The company's main capital is no longer focused on tangible assets (land, buildings, money) but has changed to intangible assets (brand recognition, patents, customer loyalty, etc.) which is a form of creativity and innovation that comes from knowledge. As a strategic asset with the knowledge that is managed and developed with the support of company management so that a conducive climate with a culture of learning and sharing knowledge among employees with a variety of knowledge that is combined into organizational or company knowledge in producing various competitive advantages of products, with individual knowledge is nothing, but shared knowledge is power.

The Knowledge-Creating Company activities run by the company, the company can manage organizational knowledge effectively to create business value and competitive advantage. The knowledge that was originally owned by individuals now belongs to the company and can be used and disseminated for the benefit of the company. This concept is oriented to the formation of knowledge workers in the company. PT. DS Global creates a daily Group Discussion Forum that is attended by the chief and supervisor of each division before starting work. To discuss and evaluate products produced with constraints and difficulties and find solutions. For sample and marketing employees who already understand the flow of the production process, they will share their knowledge with other employees so that the production process activities that have been set can run smoothly. Employees have been instilled that the company's success is shared. This is supported by Hermanto's research that good knowledge sharing will have a positive and significant impact on organizational performance. Knowledge is the key to learning and understanding, without which no progress can be made. Organizational adaptation and success require the strategic development and management of knowledge and skills, which are essential elements of any company management system[13].

IV. CONCLUSION

The company's resources or ability to meet the criteria will contribute to increasing the company's competitive advantage to enable the company to achieve profitability and be able to compete among other industries or companies. Companies must have criteria (critical success factors) and measures (performance indicators) that can be used as a barometer of the company's success or failure in maintaining a competitive advantage. The human resource management strategy is carried out by the company by identifying the ability of employees by the skills and behavior of employees, the company goals that have been set will be easier to achieve with the support of all company employees. The use of information technology that is run by the company can support and maintain business continuity that can support all activities related to the production process both internally and externally. The Value Chain strategy model used can help analyze specific activities that can create value and competitive advantage for the company consisting of Primary activities and Supported activities. The strategy of building a knowledge Creating Company carried out by the company in a competitive environment can increase the company's ability to build harmonious working relationships by creating the same knowledge for employees with high-performance work systems with organizational work effectiveness to achieve competitive advantage in the era of the industrial revolution 6.0 and survival company

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