

The Influence of HR Management Strategy and Competitive Advantage on The Performance of UMKM, Sukmajaya District, Depok City, West Java

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ABSTRACT

Micro Small and Medium Enterprises (MSMEs) have experienced positive developments over time, MSME players also produce a variety of products. To determine the effect of competitive advantage on the performance of MSMEs in Sukmajaya District. To find out whether HR Management strategies and competitive advantage have affected the performance of MSMEs in Sukmajaya District, according to the Central Bureau of Statistics for MSMEs in Sukmajaya District, there will be a decline in 2022 - 2023. The method used in this research is a quantitative method. The quantitative approach can be explained as a research method based on positivism philosophy. This method is used as a research tool on a certain population or sample. This research shows that HR management strategies have a positive and significant influence on the performance of MSMEs in Sukmajaya District. MSME performance also has a positive impact on HR Management strategies. Together, HR Management strategy and competitive advantage have a significant effect on MSME performance. Implications for business actors: this research provides direction for effective management regarding HRM strategy and competitive advantage. HR Management Strategy and competitive advantage have a positive and significant effect on the performance of MSMEs in Sukmajaya District, with a significance value of 0.000 and 0.000 0.05. The linear regression results show that the Adjusted R² is 0.876, which means that 87,6% of the MSME performance variables are explained by these two variables. The F test shows F count (81,632) F table 3.130, strengthening the positive and significant influence of these two variables on performance.

Keywords: MSMEs, HR Strategy, Competitive Advantage

1. INTRODUCTION

Micro, Small and Medium Enterprises (MSMEs) always show positive growth and are able to produce a variety of products. These efforts are an important driver in increasing community economic development, which ultimately leads to an increase in living standards (Widjaja & Supriyatna 2019). It is hoped that the independence of local communities, especially business actors operating in the small and medium business sectors, can help reduce the unemployment rate, especially when job opportunities are becoming increasingly scarce even though there is an increase in the workforce that is still underutilized (Risma 2019). MSMEs play an important role in strengthening the regional and national economy, as noted by Tambunan (2019), in Indonesia, MSMEs have proven to play an important role in dealing with economic crises, such as what happened in 1997, when many large companies experienced bankruptcy, while small and medium businesses succeeded. get through the crisis. In addition, this sector has the capacity to provide large employment opportunities, which have the potential to increase per capita income and overall gross domestic product (GDP).

The implementation of MSMEs is regulated by Law of the Republic of Indonesia Number 20 of 2008 which discusses MSMEs. Article 1 Chapter 1 (General Provisions) of the Law explains that small businesses can function effectively either as individually owned or jointly owned business entities that meet the special qualifications for micro businesses that have been regulated in the law. This small business is an economic activity carried out by individuals or legal entities that are not part of a subsidiary or affiliate of a company that is owned, controlled or has become a component, either directly or indirectly, of a company that is in accordance with business needs, both large and small. small. The business world complies with regulatory restrictions. Economic companies that are in the middle range are productive businesses that operate independently, carried out by individuals or legal entities that are not subsidiaries or non-branches, whether directly or indirectly affiliated with micro, small or large businesses, while still meeting the criteria for medium-sized businesses. as regulated in Law Number 20 of 2008 concerning MSMEs (Hariadi, 2020).

Despite having significant dedication to the national economy, MSMEs still face various challenges and obstacles, both internal and external, in various fields such as production and management, sales, human resources, design and technology (Desmiyati, 2020). Apart from that, Minister of Transportation (Menhub) Budi Karya also highlighted MSMEs in Indonesia that have not fully utilized digitalization opportunities. The MSME sector dedicates approximately 67% to the economic growth of Depok City (Matahari TV Sukmajaya, 2023). Sukmajaya District is located in Depok City, and has an important role in the economy in Indonesia, especially in Sukmajaya District, Depok City. Along with population growth and technological changes, MSMEs in Sukmajaya District, Depok are also facing significant changes in the way business actors operate and compete in the market. MSMEs in Sukmajaya District, Depok cover various food, beverage, fashion and many other sectors. The corona virus pandemic has plunged the domestic and global economy into recession, this is characterized by negative growth or decline in the national and global economy. The national economy itself only experienced a recession in the second quarter of 2020 with an economic growth rate of -5.3%, this decline was driven by lower household consumption due to social restrictions to contain the corona virus, lower capital spending including construction and acquisition of fixed assets, and lower enforcement of government spending including spending on daily necessities. Apart from that, foreign trade activities also decreased significantly.

The lowest point of decline in economic growth was reached in the second quarter, but Covid-19 will continue to reduce economic growth in the third and fourth quarters. Therefore, the government is trying to increase the efficiency of the country's economy in the third quarter and hopes that economic growth will continue to increase. In 2020 it will be at -0.4% to 1% (Prasetya, 2023). MSMEs as defined by Purba (2019) in his research are small-scale economic enterprises that are autonomous and run by families, communities or society, whereas according to Rachmawati, Pambreni et al., (2023) MSMEs as the main driver of the Indonesian economy also feel the impact. Following the development of the digital economy, MSMEs in Indonesia must implement business strategies with a digital touch to maintain the sustainability of their businesses. According to the Central Bureau of MSME Statistics in the sub-district. Sukmajaya, Depok City, West Java, which consists of 6 sub-districts, namely: Mekarjaya, Tirtajaya, Abadijaya, Baktijaya and Cisalak, saw a decline in 2022 – 2023:

Tabel 1. number of MSMEs in Sukmajaya District 2022 - 2023

	2022	2023
Mekarjaya	170	159
Tirtajaya	160	150
Abadijaya	110	90
Baktijaya	95	60
Cisalak	120	90
Total	655	549

Source Department of Cooperatives, UMKM, BPS Depok City (data processed 2024)

Table 1.1 shows that from 2022 to 2023 the number of MSMEs in Sukmajaya District has decreased, consisting of 6 sub-districts, Sukmajaya District, as one of the urban areas in Indonesia, has a number of MSMEs operating in various economic sectors. In the last 1 year there were still several MSMEs in Sukmajaya District who carried out offline marketing, amounting to 52.6% of MSMEs in Sukmajaya District, this happened due to a lack of understanding regarding how to sell through online media. This limitation is what causes these MSMEs to be difficult for consumers to recognize and has an impact on decreasing performance in Sukmajaya sub-district MSMEs. This segmentation is supported by the following pre-survey results:

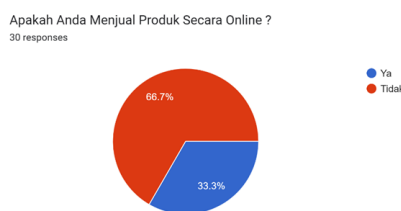


Figure 1. Pre-Survey of HR management in competition in Sukmajaya District MSMEs

Source: Managed in research(2023)

Apakah Anda merupakan pemilik atau pengelola UMKM di Kecamatan Sukmajaya?
30 responses

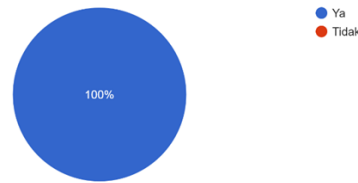


Figure 2. Data on MSME Ownership in Sukmajaya District
Source: Managed in research (2023)

According to Reza (2020) Pre-survey is the preparatory steps taken before carrying out a survey or research. In a research context, a pre-survey includes a number of steps and activities that must be completed before starting data collection. Researchers conducted a pre-survey involving 30 respondents, namely MSME owners in Sukmajaya District from the number of samples determined in this research, namely 84 respondents, using Google Form. Because according to the theory according to Nahartyo (2019) "that each question or statement requires a minimum of 10 samples". The pre-survey shows that in this research 1 question the author took 30 respondents to be respondents. Figure 1.1 shows online and offline marketing competition in Sukmajaya District, 66.7% of business owners still use offline competitive strategies in marketing the products they produce. This is due to the lack of understanding of business owners regarding digitalization in sales. The data above was obtained by distributing questionnaires to 30 business owners. It cannot be denied that each corporate entity will have a different approach in satisfying consumer desires in order to gain a competitive advantage, developing better strategies to win in competition gives one a competitive advantage.

Another way to think about competitive advantage is as a result of the spread of the internet and technological advances having a major impact on the implementation of programs that use various resources in controlled business units (Witjaksono, 2019). The growth of technology and internet developments have significantly changed the way MSMEs do business. However, currently business actors still face constraints in terms of capacity and quality, especially regarding the competencies they possess and the constraints they face regarding productive resources such as technology, knowledge, information and skills (Bappenas, 2014). Through e-commerce platforms and social media, traditional offline sales are increasingly competing with online sales. Competition in the world of offline and online sales is getting tighter, and MSMEs in Sukmajaya District are no exception (Iramani 2020). As stated by Afyati et al., (2019) "competitive advantage acts as an intermediary in the relationship between HR management strategy and MSME performance." Performance is an effort to achieve concrete work results, in other words, the results of the work itself reflect the level of performance. If an MSME succeeds in achieving optimal performance, the MSME is able to compete with other companies until it achieves competitive advantage (Hanan, 2019)

Bagaimana Anda menilai kinerja UMKM Anda dalam hal pertumbuhan pendapatan atau profitabilitas dalam 1 tahun terakhir?
30 responses

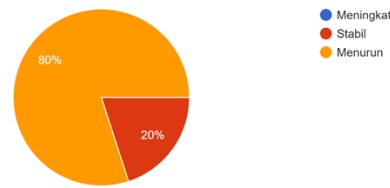


Figure 3. Performance and Income of MSMEs

Source: Managed in research (2023)

In Figure 1.2, MSME marketing competition in Sukmajaya District shows a decline of 80% in the last year. This decline occurred because business actors had little understanding regarding digitalization. Along with increasingly rapid technological developments, increasing competitive advantage, especially for MSMEs, can be achieved by maximizing the potential of resources. possessed human power. Human resource management (HRM) plays an important role in the success of MSMEs. This labor shortage is caused by the relatively low quality of human resources and the limited number of employees. Looking at the current situation and the quality of human resources, MSMEs, which are the main business actors in Sukmajaya District, generally operate informally and have a low level of education. In 2019, 54.24% of MSMEs had an education level below primary school, while only 3.53% had an education above primary school. This situation ultimately has an impact on MSMEs' access to information, use of production technology, understanding of legal and authorization aspects (including processing), as well as the ability to utilize information technology to enter the market (Atikah, 2022). According to Suprayadi (2019) Human resource management is a system created to influence the attitudes, behavior and performance of each employee so that they can provide optimal dedication to the company's goals to be achieved.

2. LITERATURE REVIEW

a. HR Management Strategy

According to Afandi (2019), human resource management (HR) strategy is an approach that focuses on mechanisms for achieving organizational goals through integrated human resource management. This strategy involves policies and practices designed to achieve desired outcomes. There are key indicators of HR management which cover various important aspects as follows:

- 1) Job Duties
Includes details of activities that must be carried out by work team members.
- 2) Quality of Work
Refers to work results that meet standards and are in line with expectations.
- 3) Quantity
Shows the amount of production results from employee work activities.
- 4) Punctuality
Reflects the production results of work completed according to the specified schedule.
- 5) Cost Effectiveness
Describes the use of costs appropriately and efficiently in carrying out tasks.

b. Competitive Advantage

According to Zulfa., et al (2023), competitive advantage itself means that competitive advantage means emphasizing superiority in terms of company resources and expertise, such as production processes, marketing skills and innovative spirit. It also relates to the company's standing in relation to its competitors; to outperform them, companies must monitor the evolution of their performance and work to improve it. A number of indicators can be used to evaluate competitive advantage:

- 1) Low cost
Low costs are an indicator of competitive advantage because they allow companies to set and offer their products at lower prices than their competitors.
- 2) Product quality
Product quality is an indicator of competitive advantage because it has a close relationship with the product's ability to carry out its function.
- 3) Punctuality
Timeliness is an indicator of competitive advantage because when a company is able to reduce delivery or supply time, the company has an advantage compared to its competitors.

c. Performance Of MSMe

Refers to the company's performance or level of success over a certain period of time following performance indicators:

- 1) Market Performance
- 2) Supplier Performance
- 3) Process Performance
- 4) HR Performance
- 5) Customer Relationship Performance

3. RESEARCH METHOD

Research methods according to Sugiyono (2022) define quantitative research techniques as a scientific way of collecting data for specific applications and purposes. The method applied in this research is a quantitative method, the quantitative approach is a positivist concept which is the basis of this research approach, which is used to study a particular population or sample. Typically, research tools are used to collect data while sampling procedures are applied. Testing a predetermined hypothesis is the aim of quantitative or statistical data analysis (Sugiyono, 2022). The aim of this research is to develop a theory that can be applied to explain, predict and regulate a phenomenon involving two or more variables. In this case, the dependent variable studied is the performance of MSMEs, and the independent variables studied are HR management strategy and Competitive Advantage.

a. Research Object

This research was conducted in Sukmajaya District, Depok City, West Java. This research aims to determine and evaluate the condition and progress of MSMEs doing business in the region. The choice of Sukmajaya District was based on its large economic potential and the presence of several types of MSMEs in this area. That is a comprehensive summary of the characteristics of small and medium businesses in urban areas. It is hoped that this research will provide benefits in developing MSMEs in Sukmajaya District and the surrounding area.

b. Techniques of Data Collection:

- 1) Pre Survey

According to Reza (2020) Pre-Survey is a preparatory stage carried out before carrying out a survey or research. Respondents are given a questionnaire to fill out as part of a survey of at least 30 respondents by giving questions or statements to the respondents to answer.

2) Questionnaire

Questionnaires and measurement scales are one of the most important elements in social research, the availability of good quality surveys is the key to unmasking research and answering all research questions.

3) Interview

According to Indrawan, as explained in the book Qualitative & Quantitative Research Methodology by Sugiyono (2022), an interview is a relationship between two people whose aim is to exchange information. In this research, structured interviews are used as a data collection technique where the researcher asks participants about certain themes to share thoughts and information or the interviewer has clear knowledge about the information that needs to be obtained.

c. Hypothesis Test

According to Sugiyono (2022), a hypothesis is a temporary answer to the formulation of a research problem which is based on empirical evidence obtained through data collection. The hypothesis will be rejected if it does not match the facts collected, and accepted if proven correct based on the findings from the data collected, the t test is used to test the level of significance to determine the influence of the independent variables HR management strategy (X1) and competitive advantage (X2) on the dependent variable namely the partial performance of MSMEs (Y), whether it has a significant effect or not. The t test results of this calculation are then compared to the following conditions:

- 1) If the significance value is ≤ 0.05 then H_0 is rejected and H_a is accepted.
- 2) If the significance value is > 0.05 then H_0 is accepted and H_a is rejected.

The F test aims to find out whether there is a simultaneous influence of the independent variables. The model can be called feasible if it has a Sig F value less than or equal to alpha 0.05.

d. Multiple Liniear Regression

According to Sugiyono (2022), multiple linear regression analysis is a regression that involves one dependent variable and two or more independent variables. Here's how to write a multiple regression equation:

$$Y = \alpha + b_1X_1 + b_2X_2 + e$$

4. RESULTS AND ANALYSIS

a. Validity Test

According to Ghazali (2019), validity testing is carried out to determine the validity of a questionnaire. If the questions on a questionnaire can provide information that will be used to assess something, then the questionnaire is considered valid. The significance test is carried out by comparing the calculated r value with the table r value, $r_{\text{count}} > r_{\text{table}}$, then it is declared valid.

Table 2. Validity Test Result				
	<i>Item</i>	<i>r count</i>	<i>r table</i>	<i>Result</i>
<i>Human Resource Management Strategy (X1)</i>	X1:1	0.454	0.213	Valid
	X1:2	0.355	0.213	Valid
	X1:3	0.288	0.213	Valid
	X1:4	0.510	0.213	Valid
	X1:5	0.382	0.213	Valid
	X1:6	0.239	0.213	Valid
	X1:7	0.382	0.213	Valid
	X1:8	0.378	0.213	Valid
	X1:9	0.398	0.213	Valid
	X1:10	0.366	0.213	Valid
	X1:11	0.494	0.213	Valid
	X1:12	0.309	0.213	Valid
	X1:13	0.427	0.213	Valid
	X1:14	0.264	0.213	Valid
	X1:15	0.318	0.213	Valid
<i>Competitive Advantage (X2)</i>	X2:1	0.421	0.213	Valid
	X2:2	0.573	0.213	Valid
	X2:3	0.297	0.213	Valid
	X2:4	0.537	0.213	Valid
	X2:5	0.361	0.213	Valid
	X2:6	0.549	0.213	Valid
	X2:7	0.359	0.213	Valid
	X2:8	0.287	0.213	Valid
	X2:9	0.320	0.213	Valid
	Y.1	0.454	0.213	Valid
	Y.2	0.355	0.213	Valid
	Y.3	0.288	0.213	Valid

<i>MSME Perform ance (Y)</i>	Y.3	0.510	0.213	Valid
	Y.4	0.382	0.213	Valid
	Y.5	0.239	0.213	Valid
	Y.6	0.382	0.213	Valid
	Y.8	0.378	0.213	Valid
	Y.9	0.398	0.213	Valid
	Y.10	0.366	0.213	Valid
	Y.11	0.494	0.213	Valid
	Y.12	0.309	0.213	Valid
	Y.13	0.427	0.213	Valid
	Y.14	0.264	0.213	Valid
	Y.15	0.318	0.213	Valid

Source: Managed by SPSS, 2024

From the data contained in table 4.8, there are 15 statements in the MSME Performance variable (Y) with the results showing that all existing statements are declared valid because rcount is greater than rtable (rcount>0.213).

b. Reliability Test

In this research, Cronbach's Alpha was used as a method to evaluate indicator reliability. The reliability of an indicator or statement is considered adequate if the Cronbach's Alpha value exceeds the threshold of 0.6 or the equivalent of 60%. This indicates that the instrument or statement is reliable or has a good level of consistency.

Table 3 Reliability Test Result

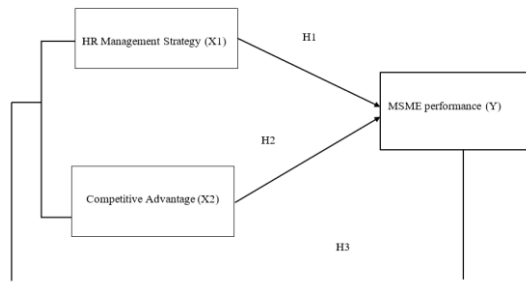
<i>No</i>	<i>Variabel</i>	<i>Cronbach Alpha</i>	<i>Sig.</i>	<i>Result</i>
1	Strategi Manajemen SDM (X1)	0.705	>0,6	Reliabel
2	Keunggulan Bersaing (X2)	0.712	>0,6	Reliabel
3	Kinerja UMKM (Y)	0.923	>0,6	Reliabel

Source: Managed by SPSS, 2024

Based on table 4.8, it can be seen that all variable in this study are considered reliable because the Cronbach Alpha value >0,6 significance level.

c. t Test Result

According to Ghozali (2021), the t test is used to test the level of significance to determine the influence of the independent variables HR management strategy (X1) and competitive advantage (X2) on the dependent variable, namely the performance of MSMEs (Y), partially, whether they have a significant effect or not. If the significance value is > 0.05 then H_0 is accepted and H_a is rejected and vice versa, if the significance value is < 0.05 then H_0 is rejected and H_a is accepted.



Source: Developed in Research, 2024

Table 4. T-Test Result
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.897	5.644		.690	.492
	Strategi Manajemen SDM	.738	.096	.588	7.647	.000
	Keunggulan Bersaing	.498	.116	.330	4.290	.000

a. Dependent Variable: Kinerja UMKM

Source: Managed by SPSS, 2024

Based on the results above, this test has formulated the following hypothesis:

H1: There is a positive and significant influence between HR management strategies on the performance of MSMEs, Sukmajaya District, Depok City, West Java

Sig. $0.000 < \alpha = 0.05$ and the T table uses the formula $df = N - K - 1 = 84 - 2 - 1 = 81$ which means the t table value is 1,663. Next, the calculated T obtained from the coefficient table is 7,647. If Sig. Research < 0.05 so the hypothesis has partial effect. Based on the results of hypothesis testing, it can be concluded that hypothesis 1 states "There is a positive and significant influence between HR management strategies on the performance of MSMEs". This is in line with previous research conducted by Rihatni (2022) which concluded that there is a positive and significant influence between Human Resource Strategy on the performance of MSMEs in Ponorogo.

H2: There is a positive and significant influence between Competitive Advantage on the Performance of MSMEs, Sukmajaya District, Depok City, West Java

Sig. $0.036 < \alpha = 0.05$ and the T table uses the formula $df = N - K - 1 = 84 - 2 - 1 = 81$ which means the t table value is 1,663. Next, the calculated T obtained from the coefficient table is 4.290. If Sig. Research < 0.05 so the hypothesis has partial effect. Based on the results of hypothesis testing, it can be concluded that hypothesis 2 states "There is a positive and significant influence between competitive advantage on the performance of MSMEs".

This is in line with previous research conducted by Damayanti (2019). There is a positive and significant influence that competitive advantage has a positive effect on the performance of Bargo Barbershop MSMEs.

d. Hypothesis F- Test

Hypothesis testing in this research using SPSS can be seen in the following table:

Table 5. F-Test Result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1054.246	2	527.123	81.632	.000 ^b
	Residual	523.039	81	6.457		
	Total	1577.286	83			

a. Dependent Variable: Kinerja UMKM

b. Predictors: (Constant), Keunggulan Bersaing, Strategi Manajemen SDM

Source: Managed by SPSS, 2024

H3: There is a joint positive and significant influence between HR Management Strategy and Competitive Advantage on the Performance of MSMEs, Sukmajaya District, Depok City, West Java

Based on the results of the F test calculation above, the calculated F value is 81,632, while the F table provision value of the provision value $df = N - 2 - 1 = 84 - 2 - 1 = 81$, so the F table value is 3.130. If compared with the F table at a significance level of 5% or 0.05, it can be concluded that the calculated $F > F$ table is $81,632 > 3,130$. Therefore, there is a positive and significant influence simultaneously between competitive advantage and HR Strategy which has an influence on the performance of MSMEs throughout Sukmajaya District, Depok City. This is in line with the results of previous research conducted by Riyanto (2019) which concluded that there is a joint positive and significant influence between competitive advantage and HR Strategy which has an influence on the performance of MSMEs in Madiun. Based on the results of the Simultaneous Test (F Test) above, it can be concluded that the calculated F value $> F$ table, namely $81,632 > 3.130$, meaning that H3 is accepted, the conclusion is that HR management strategy and competitive advantage have a positive and significant influence on the performance of MSMEs in Sukmajaya District, Depok City, West Java.

e. Multiple Linear Regression

According to Ghozali (2021), regression analysis is basically research on the relationship between the dependency of a dependent variable and one or more independent variables. The application of multiple linear regression analysis was carried out with the aim of determining the orientation and magnitude of the influence produced by the independent variables (X1 and X2) on the dependent variable (Y). The results of the multiple regression analysis can be seen in the following table:

Table 6. Multiple Linear Regression Result

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	44.006	1.235		.000
	Strategi Manajemen SDM	.232	.010	.969	.000
	Keunggulan Bersaing	.185	.021	.350	.000

a. Dependent Variable: Y

Source: Managed by SPSS, 2024

$$Y = 44,006 + 0.232X_1 + 0.184X_2 + e$$

Based on the formula above, it can be interpreted that:

1. Constant (a): The results of the multiple linear regression test show that the constant value obtained in this research is 44.006. These findings indicate that the variables of HR management strategy and competitive advantage are considered as constant factors in the research context. This indicates that the HR management strategy and competitive advantage variables have a positive dedication of 44,006 to the performance of MSMEs.
2. The regression coefficient for the HR management strategy variable is 0.232, which shows a positive correlation between the HR management strategy variable and competitive advantage. The interpretation of this coefficient is that every one unit increase in the HR management strategy variable (X1) will be dedicated to MSME performance (Y) of 0.232, assuming that other variables are held constant.
3. The regression coefficient for the competitive advantage variable is 0.184, which indicates a positive correlation between the competitive advantage variable and the performance of MSMEs. In other words, the interpretation of this coefficient is that every one unit increase in the competitive advantage variable (X2) will have an impact on MSME performance (Y) of 0.184, assuming that other variables are considered constant.

f. Determination Coefficient (R²)

According to (Sugiyono, 2022), this determination analysis is used to identify the percentage of impact produced collectively by the independent variables on the dependent variable. In order to measure how much dedication is given by the independent variables, namely HR management strategy (X1) and Competitive Advantage (X2), to the dependent variable MSME performance (Y), the adjusted R² value is used as an indicator. The results of the coefficient of determination test in this research can be seen in the following table:

Table 7. Determination Coefficient (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.937 ^a	.879	.876	.331

a. Predictors: (Constant), Keunggulan Bersaing, Strategi Manajemen SDM

Source: Managed by SPSS, 2024

Based on the results of calculating the Coefficient of Determination in the table above, the Coefficient of Determination (AdjustedR²) value is 0.876, which means that this indicates that the influence of the independent variable HR management strategy and competitive advantage on the dependent variable, namely MSME performance, is 87.6% while the remaining 13.4% influenced by other variables that have not been studied or are not included in the regression in this study.

5. CONCLUSION

- a. HR management strategies have a positive and significant influence on the performance of MSMEs in Sukmajaya District, Depok City, West Java, with a significance value obtained of $0.000 < 0.05$. This finding is consistent with previous research which confirms that HR management strategies improve the performance of MSMEs. Thus, business actors are advised to focus on training programs, utilize E-Commerce, implement digital systems and follow technological developments in business to develop themselves and provide experience in business to improve the performance of MSMEs.
- b. Competitive Advantage has a positive and significant influence on the performance of MSMEs in Sukmajaya District, Depok City, West Java, with a significance value obtained of $0.000 < 0.05$. This finding is consistent with previous research which confirms that HR management strategies improve the performance of MSMEs. Thus, business actors are advised to take advantage of E-Commerce, implement digital systems and follow technological developments in business to develop themselves and provide experience in business to improve the performance of MSMEs.
- c. The results of hypothesis testing and multiple linear regression show that HR management strategies and competitive advantage have a positive and significant impact (sig.) on the performance of MSMEs in Sukmajaya District, Depok City, West Java. The coefficient value is 0.876, which means that this indicates that the dedication of the independent variables, namely HR management strategy (X1) and competitive advantage (X2), to the dependent variable, namely the performance of MSMEs (Y), is 87.6% while the remaining 13.4% is influenced by other variables. that have not been researched or are not included in this research.
- d. Based on the results of the Silmutant analysis, based on the results of the Silmutant Test (F Test) it shows that $F \text{ count} > F \text{ table}$, namely $81,632 > 3,130$. In conclusion, HR management strategy and competitive advantage have a positive and significant influence on the performance of MSMEs.

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