STRATEGIC HR REDEFINITION, HR MANAGEMENT INITIATIVES RESPONDING TO THE CHALLENGES OF THE NEW NORMAL ERA

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Abstract

The COVID-19 pandemic declared by UNDP has an impact on the global economic crisis, according to the ERC, which is more detrimental to small and medium enterprises than large companies. This is a classic problem that is fundamental to HR management, regarding the need for a fundamental redefinition of the function and role of HR in terms of social responsibility. It is necessary to increase the capacity of human resources in different ways, towards capabilities without theoretical limits, realizing the contribution of human resources that has unlimited impact, not only in the organization but also in the social sphere of society. Our experiments increased the capabilities of more than 500 workers, proving that in less than a month they were able to identify problems in their fields that had not been seen so far, an average of 40% to 70% of implementation standards, and were able to increase innovation in organizations up to two hundred times (20,000%) in a year. From here we identify the element of feeling that we call intuition as a human advantage that is able to support it in greater achievements Natural HR as the future strategic HR is the answer of HR Management entering a new era, as a redefinition of the function and role of HR. For that we make improvements with the BCGC model or the zukra model.

Keywords: strategic HR, intuition, guarantee HR, dynamic audit, BCGC zukra model

Topic:

INTRODUCTION

Human resource development is fundamental in responding to problems that have a broad impact on humanity, such as the problem of the covid 19 pandemic. That almost all problems are always related to the acceleration of change as a result of technological advances, makes technology a major part of the problem study. One indication that is easy to see from the COVID-19 pandemic in the HR perspective is the increasing dependence of humans on technology, but it is not in line with the improvement of human life as a whole. It is proven that technology has not maximally
contributed positively to humans in dealing with global problems such as COVID-19, thus raising questions about its contribution.

Recognizing the importance of prioritizing human values in technological progress, our research suggests the importance of developing human capabilities to ensure human existence ahead of technology, through the advantages of humans. One of these advantages is intuition that has been proven to be able to guarantee processes that do not have a negative impact and guarantee increased innovation for organizational growth, with the potential to have a positive impact on human life as a whole. So that this suggestion is included in the area of developing the strategic role of HR towards a new form of strategic HR, from an agent of change back to its nature as an agent of humanity.

LITERATURE REVIEW

Our theoretical review in the development of strategic HR functions and roles refers to the application of strategic HR in organizations. This starts from building a convergence of departmental strategy with business strategy. Snell et al. (1996) observed from “taking human resources out of the strategy equation – that is, by substituting capital for labor where possible, and by designing hierarchical organizations that separate those who think from those who actually do the work”.

Snell, et al.(2000) stated that strategic management theory in the 1990s led to a resource and knowledge-based view, where competitive advantage lies in the organization's ability to learn, innovate, and change, so that the human element becomes increasingly important in generating value. economy. According to Snell et al. (2000), the fact that early strategic thinkers were heavily influenced by economics (Porter, 1980), colored by the resource-based growth view of the organization (Wernerfelt, 1984), bringing the internal aspects of the organization back into focus. This evolution has put people issues at the forefront of strategic management models, in particular focusing on managing intellectual capital as a valuable organizational resource, as well as understanding how organizations can develop dynamic capabilities.

It is further stated that the strategic HRM model was initially psychologically based (Schuler & MacMillan, 1984) but has consistently moved toward a macro approach that integrates more organizational and economic theory into the understanding of HR strategy (Wright and McMahan, 1992). There is an emphasis on exploring HR strategies as a means of managing an organization's intellectual capital (Lepak & Snell, 1999) and managing the fit/flexibility dilemma.

In relation to change, Gilley and Maycunich, 2001 conveyed the idea of a Beyond Learning Organization to compete in the global era with HRD as the center of growth, shown in the following figure.
Linking operations with strategy requires a management system with different dimensions within a single Strategy Focused Organization, where every action is in line and in line with strategy and integrated with all business units and individuals”. (Kaplan and Norton, 2001).

Integration is a priority requirement of the 4 stages of organizational diagnosis, in the form of the concept of moving strategy into action (Dave Ulrich, 1997). This is as stated by Mukhneri (2012) that network planning uses systems thinking that sees work as one of the sub-systems in the overall organizational system. In organizations, the systems approach is integrative, based on logical and systematic thinking in solving organizational problems

If the conclusions of Snell, et al. (2000) combined with two theories of organizational growth Gilley and Maycunich (2001) and Kaplan and Norton, (2001) as well as the driving of integrated strategies Ulrich (1997) and Mukhneri (2012), then to build strategic HR must be built in common with the HRM strategy direction. organization through an integrated systematic process. This describes the maximum level of internal dynamics in response to rapid changes.


Snell et al. (2000) found HR research needs to focus on how organizations create, transfer, and integrate knowledge to cope with rapid change. This convergence should result in a deeper and broader understanding of how organizations work to effectively manage resources to gain competitive advantage.
Based on the above understanding, convergence is a way of responding to change in an innovative way to be effective. This is like a solution to the problem of policy anomalies, which proves that the policy is disconnected from implementation, as the root cause of the problem of overcoming corruption (Utama, 2015). In order to maintain the continuity of convergence, the level of convergence must be measured, as a reference for group and individual work towards a 100% convergence measure.

The above understanding serves as a guide in the strategic development of natural human resources with different approaches from all aspects that have been applied so far as a learning organization character, with the aim of producing different human resources, including:

1. Intuition (Utama et al., 2020), with the application of simulation as a stimulus for the ability to see potential problems and anticipate, as well as the ability to see potential growth and realize it with precision.
2. PGCA (Utama et al., 2020), is the development of the basic cycle of PDCA management where the Do stage is converted into a guarantee, by automating the work process, increasing the role to guarantee a zero problem process in the process flow including human error.
3. Dynamic Audit, as a further application of real time online display (Utama et al., 2020), is a development of continuous audit which is a development of the audit system in general.

As the main focus in implementation, with the aim of creating strategic human resources capable of responding to the challenges of the post-new normal era.

Intuition is something that every organizational leader has in making decisions (Matzler et al., 2007). Dane and Pratt (2007) define intuition as an affectively charged judgment that arises through rapid, unconscious, and holistic associations. His research undertakes other decision-making approaches (eg, insightful, rational), developing models and propositions that incorporate the role of domain knowledge, implicit and explicit learning, and task characteristics on intuition effectiveness. They suggest future research directions on intuition and its application to managerial decision making.

Agree with Erik and Michael, we apply intuition at all levels of management with almost the same approach. Realizing the accuracy and speed of computers is increasingly forcing HR to follow machines, becoming a hallmark in the industrial era 4.0, with the growth of engineering technology as if it were at its peak. Along with that, there was an extraordinary explosion of information that put pressure on HR so they hesitated in making decisions. Even though cognitive is able to accommodate all information, the time dimension makes it difficult for HR to synthesize it effectively and efficiently.

This condition requires HR to strengthen the part that computers do not have, namely in terms of feelings or feelings, hereinafter called intuition. SDM no longer has time to choose the appropriate reference in the best application of the abundance of information circulating throughout the media today. The tremendous global damage
that accompanies the COVID-19 pandemic requires HR management to create a generation that is characterized by improving and preserving improvement through kindness, including through the development of taste.

Building intuition will strengthen HR sharpness in analyzing norms, strengthening the ability to identify problems, make decisions and implement improvements, then quickly filter supporting references afterward, so that every improvement step can be accounted for in a normative and scientific manner.

The competencies that are built are able to guarantee zero problems in policy implementation and zero human error in the process, leading to the ability to eliminate routine work processes to focus on encouraging growth. This requires the ability of intuition to be able to feel, something that computers do not have. HR must have a sense of radar in itself in sorting every information into useful material for their development, as well as being the initial mover from within to answer the above challenges.

In order to be able to build intuition, HR must take coercive steps on themselves with more effort (only at first) to encourage themselves to think simulations in looking at the system. For this reason, simulation training is carried out with the target of being able to eliminate routine work (Utama et al., 2020). From several applications, the increase in ability is obtained after making efforts to the limit of ability, where by simulation there is an acceleration of the increase in ability.

Simulation described Srivastava U.K. in his book Quantitative Techniques for Managerial Decisions, 1989 as a way to solve complex business problems through analytical methods that can cope with random changes in the mathematical approach of a model, for decision making under conditions of uncertainty, in situations where the formulation Mathematical problems are not feasible, simulation techniques are used to express reality through a model that will respond in a similar way to actual real situations.

Based on the above understanding, Utama (2010) introduced the Logic Simulation System (LSS) as the main tool in building organizational competitiveness. In addition to being able to build a systematic and integrated work process in the organization, LSS is useful for building system thinking as well as worker intuition, as a stimulus to be more creative in innovating.

An understanding of systems thinking is explained by HR Scorecard (2001): “Thinking systematically emphasizes the interrelationship of the HR system components and the link between HR and the larger strategy implementation system…that makes a system more than just the sum of its parts (see the Laws of Systems Thinking)”. In conclusion, systems thinking is thinking about solving the whole problem at once, not in parts.

The process of implementing the simulation with LSS uses a spreadsheet-based application, with a simple standard programming language based on the logic of if and then statements. All HR must be able to build their own systematic work process,
because this building process is expected to form a systems thinking pattern that can have an impact on awakening their intuitive abilities.

The basic concept of implementing the simulation is as follows.

![Simple Simulation Process]

With description:
1. For the results of the K1 process, available source options A1, B1, C1, D1 and E1 and so on
2. The process of displaying the available options according to their needs and their characters
3. Form is the final agreement of the choice that is binding on the parties.

The basic concepts above are developed for routine work processes until finally the routine work processes can run systematically so that they are no longer an obstacle in developing process defense systems and work systems as well as organizational defense systems.

A systematic process allows workers to focus on innovating without spending time on routine work processes, because they are already working by themselves. This focus on innovation is very important in today’s management which is the center of attention together with change control (Daft, 2010). According to him, many observers of business trends stated that there was a fundamental change from the knowledge of economists in the 1900s to economic creativity in the 2000s.

We should use technology to automate routine activities so that managers can concentrate on HRM activities aimed at adding meaningful value to the company (Noe, 2008). This is in line with (Daft, 2010) that many observers of business trends state that there has been a fundamental change from what was previously called “knowledge economists” in the 1900s to economic creativity in the 2000s.
The process of building intuition for HR with the LSS tool requires serious efforts and maximum fighting power from HR so that not all are able to get to the stage of eliminating routine work processes. Jackson (2010) states that to maintain a competitive advantage, a company’s HR must be something that is rare. If a competing company has employees with the same talent, then the company's talent does not provide a competitive advantage.

**RESEARCH METHODS**

The approach used in understanding the problem is descriptive analysis. Data was collected through literature study, observation, and interviews. The literature study was conducted by collecting data from relevant reference sources such as books, articles, implementation standards (SOP), company regulations, and laws and regulations. Observations were made with field visits. The assessment criteria were obtained through literature studies, interviews, FGDs, and expert validation.

Research on evaluating the implementation of human resources policies in the ex post facto period between 2012 and 2016 in the public and private sectors, including at Kompas Gramedia (Utama et al., 2020). Respondents are representatives of the human resources department or related implementing teams in 40 different populations.

Researchers and field implementers directly collect data or information that is useful to answer research questions, what is the percentage level of convergence of the department’s strategy with the organization’s business strategy goals. As a reference material, each respondent is given an implementation manual that contains all complete provisions, accompanied by questions about the fulfillment of provisions to meet the needs of changes, which are not regulated in the implementation provisions so that there are risks that have a negative impact on the achievement of business strategy objectives. These questions were answered by respondents via email communication and validated in FGDs and expert validation.

The data obtained in the form of answers to questions then carried out a reduction process to select relevant data, then discussed as a triangulation test stage. The results of the discussion are recorded and then compiled in tables (tabulations) and graphs, to be validated by experts to get the correct standard as a recommendation. These standards then become the criteria for conducting internal group assessments to determine the assessment of implementation which is displayed in graphs and displays as a reference for policy recommendations.

**RESULT AND DISCUSSION**

The results of the research on evaluating the implementation of policies related to implementation errors because they are not in accordance with policies and are unable to anticipate changes in the private and government sectors, give the results as shown in the following table.
Table 1

The average number of implementation problems that have the potential to hinder the achievement of strategic targets due to the risk of change

<table>
<thead>
<tr>
<th>Organization</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>National private company</td>
<td>40%</td>
</tr>
<tr>
<td>state-owned enterprises</td>
<td>50%</td>
</tr>
<tr>
<td>State Institution</td>
<td>70%</td>
</tr>
</tbody>
</table>

The table above shows what percentage of implementation standards are at risk of hindering the achievement of strategic targets due to incompatibility with policy directions and inability to anticipate change. Private sector at least 40% is almost the same as state-owned enterprises, indicating that implementation in line with strategic targets has been tried, this is different from state institutions which still require greater improvements.

It appears that HR has good potential in anticipating the risk of change. The fact they didn't do it before was more due to internal policies that didn't go that way. So it can be assumed that the implementation of organizational policies is not in line with the strategic objectives that refer to the vision and mission of the organization. Human resources who are not able to take the initiative are certainly not useful for organizations in facing the reality of today's changes.

After going through this basic stage, the next development is to build a guarantee character, where HR enters the stage of providing solutions to all problems, and locking with LSS to ensure that it doesn't happen. The next stage is to accommodate all achievements into the dashboard as the basis for policy recommendations. The process is described as follows.

**Build human resources who are able to guarantee**

The warranty stage can be seen in the following image.

![Figure 3](image-url)

**Figure 3**

Cycle of building a work process warranty
Students are trained to identify strategic policy objectives and what factors are part of the strategic objectives, then identify the inhibiting factors, then eliminate and lock the inhibiting factors, then provide policy recommendations. Then students build a policy change control mechanism that automatically changes the standard of policy implementation, every time there is a new policy from either the organization or the government.

The PDCA (Plan Do Check Action) cycle is applied slightly differently to PGCA (Plan Guarantee Control Action). Thus, guarantees are another form of implementation but are systematic in nature, eliminating routine work processes, so that work focuses on finding new ways to encourage strategic achievements, through increasing efficiency, effectiveness, speed and accuracy. in the Action stage, it is implemented in the form of policy recommendations resulting from simulations of accelerating the achievement of strategic targets.

The implementation of warranty HR with simulation applications is similar to the 4P concept beyond PDCA Gupta (2015), which is based on a closed-loop feedback model that combines the wisdom of Shewhart, Ishikawa, Juran, Taguchi and Deming. (1) Prepare, ensure good input from Ishikawa 4M (materials, machines, methods, and labor or people), to ensure the four M's are properly delivered as input to the process. (2) Perform is well defined process steps, measurable errors, lean and understood for consistent and effective execution. (3) Perfect means assessing whether the process is carried out according to the plan and the output of the process is working. If process outputs are not on target, gaps from perfection should be analyzed for continuous reduction. (4) Progress leads to improvements in processes and their outputs based on reducing variation from targets. By continuing to implement the 4P cycle, process reengineering occurs to achieve the results desired by the customer through better process management rather than inspection improvements.

The difference between the PGCA and the 4Ps is that the PGCA not only identifies existing errors but also identifies possible errors that will occur. This is in line with the concept of Kaehler & Jens (2019) that management is an influence that directs the operation of markets, production and / or resources in an organization and its units that can address people and non-person problems and is exerted by various organizational actors through the determination anticipatory norms or situational interventions with the aim of achieving unit goals.

**Dynamic Audit incorporates standard changes to process improvement**

The next development is to form the results of the evaluation of policy implementation in the form of a dashboard that builds an audit system that is in accordance with the warranty concept, which we call dynamic audit.

A yearly review according to J. Donald Warren, Jr. and L. Murphy Smith (2006) is often not enough. For this reason, according to them, continuous auditing is needed to meet the needs of company stakeholders, as one of the methods of continuous auditing,
testing transactions based on specified criteria, identifying anomalies, and is the responsibility of the auditor.

The dynamic audit which is displayed in the form of a dashboard (Utama et al., 2020), has similarities with continuous audit, there is only a difference in the movement of standards, wherein dynamic auditing standards move to follow external and internal changes. This is an advanced stage of maximizing worker intuition, to make every work process and improvement achievement updated every time the process is touched, and every improvement is always followed by new valid standards.

One of the results of our research in the form of a dashboard is as follows.

![Dynamic Audit Display As An Achievement Control Mechanism](image)

The display above shows the actual achievement of policy evaluation as well as the process of building a change control mechanism in one of the national private corporate organizations, which has successfully indicated the potential risk of change. This is obtained from the results of the evaluation of implementation standards that there is a need for improvement of implementation standards, including those that are not in accordance with the policy and identified as having the potential to hinder the achievement of strategic targets due to implementation errors and changes in the external and internal environment.

These results become the basis for improving implementation standards, including compiling simulations to guarantee the loss of implementation errors and human error in implementation. The dashboard immediately moves up every time the warranty
implementation has been carried out in each process, from the nine work processes displayed on the dashboard in one work function.

The process results technique in the form of a dashboard that is integrated directly into the process with the LSS tool, the author believes, has an effective impact on achieving strategic goals in accordance with what was conveyed by Signe (2017) citing Durlak and DuPre (2008), that implementation monitoring produces an effect three times greater than in cases where implementation is not monitored, closer monitoring of intervention implementation, effectiveness "would be 12 times more effective". So with the dashboard making monitoring attached directly to the implementation will fully have an effective impact on achievement.

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**BCGC Model or Zukra Model**

The application of the three growth focuses based on intuition ability above is combined with the results of building a growth culture (Utama 2010), combined in the BCGC management model or the Zukra model with the following picture (Utama et al., 2020).

![BCGC Management Model or Zukra Model](image)

**Figure 5**

BCGC Management Model or Zukra Model
The BCGC model consists of the Base, Change, Growth, and Control stages, which are academically tested in 2020, which is a combination of the three focuses above, namely Intuition, PGCA, and dynamic audit plus the growth building stage. MKK is a policy change control mechanism, where every time there is a change in public policy and a change in company policy, there will be a change in the standard of policy implementation.

The three steps described above are (1) the basic steps described in the section on Building Human Resources Who Can Guarantee, (2) the steps for change described in the section on Redefining the Functions and Roles of HR by Building Intuition and (3) the steps for growth described below, and (4) Control steps are described in the section Dynamic Auditing Integrating Standard Changes to Process Improvement.

In the growth step, it stimulates intuition more with learning methods managed by the organization's HR department in the form of a learning committee, including the development of an innovation culture, as explained by Utama (2010) in his book entitled Building a Growing Organization, containing the experience of successfully building an innovation culture with the BCGC cycle. as a whole, resulting in an increase in the innovation of two hundred times (20,000%) in a year in national private companies. The extraordinary growth of innovation is certainly needed to accelerate the economic recovery after the new era.

Fulfillment of these three focuses provides ample room for workers to innovate in ways that are easier, cheaper, faster, more precise and more useful. Intuition makes workers very quick to see growth opportunities, so that they can improve things that have never been improved. This fully builds an improvement-oriented spirit in HR.

Besides being a stimulus for intuition, the application of BCGC is in accordance with the statement of Preskill & Torres (1999) in Poth et.al (2014) that evaluative inquiry is an ongoing process to investigate and understand critical organizational problems. It is an approach to learning that is fully integrated with organizational work practices, and as such, it raises (a) the interest and ability of organizational members in exploring critical issues using evaluation logic, (b) improvement of organizational members in the evaluative process, and (c) the personal and professional growth of individuals within the organization.

The policy implementation evaluation approach in the early stages of BCGC familiarizes human resources with scientific norms and attitudes, this is effective for organizations according to the findings of research by Easton, Anderson, (2005), Dye, Dunn, and Patton and Savicky (2000) in Nugroho (2008) which state:

1. Plan/formulation is 20% policy success, the remaining 80% is implementation and implementation control,
2. Policy implementation is the most difficult thing, because here problems that are sometimes not found in the concept, arise in the field. In addition, the main threat, is the consistency of implementation.
CONCLUSIONS AND SUGGESTIONS

Currently, our variables in measuring strategic HR intuition are (1) a measure of HR’s ability to guarantee zero problems in the process and (2) a measure of HR’s ability to find all new ways that have an impact on strategic goals. BCGC builds these strategic human resources by building the initiator from within, through simulation stimuli reinforced by the stimulus of human and divine values, fostering a sense of sensitivity to the environment, with norms and benefits as a reference for success. Future development is to increase the capacity of human resources so that they are able to build convergence of organizational strategy with the social strategy of the community, including global disaster recovery.

Building independent strategic human resources does not mean being separated from the organization, in fact if it is built from the organization, the benefits to the organization are much greater, not only material but also moral. HR independence exists when he is able to control technology as a tool, not the other way around. Strategic HR will build important awareness that the achievement of human success is not limited to material things, but also to its benefits for humans and the environment. This makes it easier for organizations to manage talent management which has been correlated with compensation.

Limitations

The limitation of the research is the limited number of organizations involved, although the implementation of BCGC has proven to be very beneficial for the organization. This causes limited resources for further research to produce all the criteria needed to cultivate HR intuition. The success of the BCGC academic test at the dissertation level in 2020, is strong evidence that BCGC can be applied throughout the organization with the impact of continuous improvement in the long term.

Recommendation

The COVID-19 pandemic, which has a very broad impact, is expected to make us all aware of the importance of redefining the function and role of strategic HR in supporting the social life of the global community. For this reason, research on this should be part of the government sector program as well as the private sector as a form of social responsibility. Apart from its obvious benefits for organizational growth, BCGC also helps answer the question of which should come first a good system or a good person, by building both together to improve each other. So it is hoped that through the development of strategic human resources there will be many leaders of change who contribute to the improvement of the social life of people in the world.

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