Human Resource Management Strategy and Safety Culture as Competitive Advantages in Order to Improve Construction Company Performance

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ABSTRACT

This study was conducted to analyze human resource management strategies and safety culture as competitive advantages to improve company performance in the construction industry in Indonesia and to identify related factors to achieve competitive advantage in the construction industry. Primary data were collected by distributing questionnaires to 174 construction companies in Indonesia. The results of SEM data processing using the Lisrel software show that recruitment, selection, performance management, compensation, and training and development that are integrated with safety culture can be a competitive advantage and can improve the performance of construction companies in Indonesia. Future studies can use this strategic human resource management model in different industrial sectors by increasing the number of samples so that the research results can be generalized to the intended population.

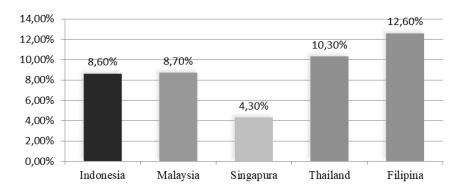
Keywords: human resource management strategies; safety culture; competitive advantage; company performance; construction industry.

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INTRODUCTION

The construction industry is one of the global industrial sectors that provide jobs for a large part of the labor market and contributes high to world gross domestic product (GDP). This makes the construction industry also determine the position of the Indonesian nation's competitiveness in the eyes of the world which is formed through the twelve pillars of supporting the economic progress of a country, one of which is infrastructure development. Through the National Strategic Program for infrastructure development in Indonesia during the 2014 to 2018 period, Indonesia's competitiveness

increased significantly. This is because the infrastructure acceleration program has led to an increasing trend in the capitalization value of the construction sector from year to year, making it the fourth-largest construction market in Asia after China, which is the largest market where the construction services market share has a potential of USD 1.78 trillion, followed by Japanese construction market valued at USD 742 billion and then India USD 427 billion (Dirjen Bina Konstruksi Kemenpupera, 2015). However, Indonesia's infrastructure development is still lagging that of ASEAN countries. This can be seen from graph 1. below:



Graph 1. Infrastructure Development in Five ASEAN Countries Source: Price Waterhouse and Coopers (2018)

The graph above shows the figures for infrastructure development in five ASEAN countries, which illustrates Indonesia's position below the Philippines, Thailand, and Malaysia. Furthermore, the construction industry represents one of the riskiest, complex, and dynamic industries. Therefore, safety is an important factor in this industry. Indonesia has the highest number of work accidents among the four other ASEAN countries.



Graph 2. Industrial Sector Work Accidents in Five ASEAN Countries Source: International Labor Organization (2018)

From the description of the data above regarding the important role of the construction industry sector related to infrastructure development for economic development which determines Indonesia's competitiveness, a large number of workers, the high risk of work accidents, and the importance of human resource management in implementing a safety culture as a competitive advantage to improve performance. construction companies in Indonesia, the authors conducted a study on human resource management strategies and safety culture as competitive advantages to improve the performance of construction companies in Indonesia.

LITERATURE REVIEW

The initial framework regarding competitive advantage through industry is proposed by Porter (1991) which states that the competitive advantage of a nation can be created through increasing industry within the country it self (Takaya, Ramli and Lukito, 2019; Mariam and Ramli, 2020; Ghazmahadi, Basri, Kusnadi and Ramli, 2020). A nation that has an industry that is always innovating will have an impact on the competitiveness of the nation (Ramli, 2019; Mulyadi, Basri, Ramli, Takaya, 2020; Ramli and Mariam, 2020). This is because the essence of the company's success or failure is the ability to compete which determines the accuracy of the company's activities that support the company's performance (Mariam and Ramli, 2019b). Thus, the search for a favorable competitive position in an industry is a fundamental thing that requires a strategy that can be applied in a competitive environment that has far-reaching, dynamic, and challenging views to create a superior nation through a superior industry. This can be seen in Figure 1 below:

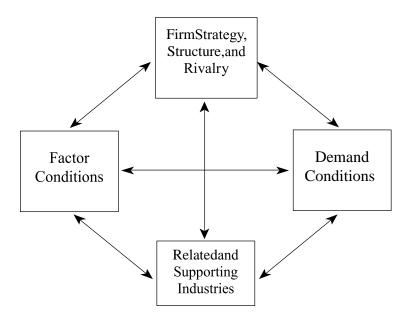


Figure 1. Determinants of National Competitive Advantage Source: Porter (1991)

Literature in the field of strategy shows the important role of knowledge for competitive advantage. However, this role has not been explored in detail about how individuals and their interactions with others and the work environment can contribute to the achievement of company goals. On the other hand, the Human Resources Strategy has lost much of the guidance from the organization's point of view of knowledge which can have a significant impact on the roles that individuals play. This situation requires greater integration between these two fields. Figure 2 shows the integration between the fields of Strategy and Human Resource Management Strategy which as a whole describes the human management system (People Management Practices) on the left and core competencies (Core Competence) on the right, intellectual capital (Intellectual Capital) and knowledge management (Knowledge Management) as a bridge concept between the two, and dynamic capability as a component of renewal binds the four concepts from time to time.

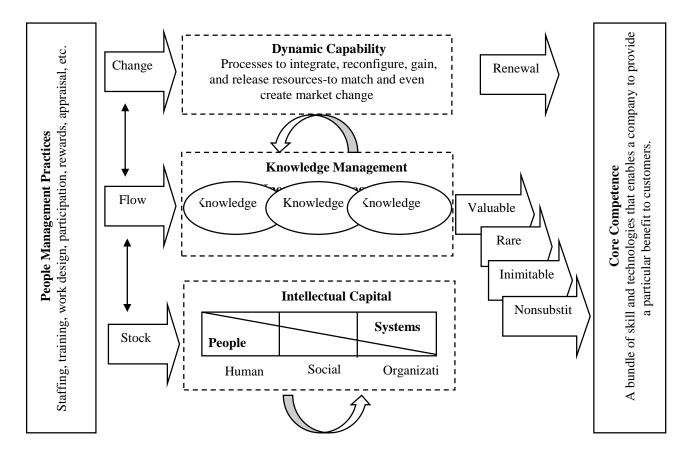


Figure 2. Integration of Organizational Strategy with Human Resource Management Strategy Source: Wright et al., 2001

Human Resource Management Strategy

In this study, human resource management strategies are defined as several practices designed to attract, develop, motivate and retain workers to carry out their functions and achieve company goals (Ramli, 2020a; Jackson et al., 2013). Human resource management practices observed in this study consist of recruitment and selection, management, compensation, and training performance and development. Multidimensional human resource management practices are believed to influence the workplace safety culture in companies (Chuang et al., 2013; Humayon et al., 2018). Many practices related to human resource management are hypothesized to generate positive individual perceptions of workplace safety culture. Zohar & Study (2015) sees that management that provides extensive training because of a commitment to worker safety and not just to meet external standards can improve the safety climate that is felt by workers as an outcome of work safety culture. Therefore, the perceived safety climate is one of the predictors of work safety culture. Individuals who are internalized with a work safety culture show a more positive perception of the safety climate and are less likely to engage in unsafe behavior (Schneider et al., 2013). Thus, the first hypothesis in this study is:

H₁: Human resource practices affect work safety culture.

Safety Culture

Individual perceptions of various aspects of safety in the work environment. The work safety culture analyzed in this study is policy, leadership, participation, and communication. From the literature study, it is found that there is increasing attention in the field of work safety about increasing the competitive advantage of the organization (Delery & Gupta, 2016). This is because investment in the aspect of work safety will create a safety climate in the company that can provide better changes to production processes and technology that offer benefits in terms of saving raw materials or energy to cut the real costs of the investment. Boye Kuranchie-Mensah & Amponsah-Tawiah (2015) argues that risk prevention by investing in safety aspects can stimulate companies to create systems and even develop new technologies that support the formation of a safety climate to create value for the company which will ultimately

become a competitive advantage for the company. Investing in safety can also lead to changes in production processes and technologies, which can offer benefits in terms of material or energy savings, thereby cutting the real costs of those investments. Thus, the second hypothesis in this study reads:

H₂: Safety culture affects competitive advantage

Competitive Advantage

Perception of a company's ability that allows it to outperform other companies. In this study, competitive advantage was measured using the dimensions of value sources, scarce, not easily imitated, and irreplaceable. To improve company performance, competitive advantage is seen as something that can be used in or as a company strategy (Mariam, Febrian, Anwar, Sutisna, Imran, and Ramli, 2020; Mariam and Ramli, 2019a). And Handoko et al. (2015) argue that competitive advantage is rooted in an organization with all potential intangible assets, where the organization's ability and management's ability to utilize these intangible assets will provide value to the organization which can become a competitive advantage and will ultimately improve organizational performance. In the literature, the development of competitive advantage is an organization's intangible performance that can be achieved through company interaction with stakeholders (Chandra, Takaya and Ramli, 2019; Cording et al., 2014). Biggs et al. (2013) emphasized that stakeholders are the main link between business practices, performance, and ethics. Sigalas (2015) support this argument with a model based on a company resource-based view, namely testing the idea of competitive advantage to improve company performance. Thus, the third hypothesis in this study is:

H3: Competitive Advantage affects Company Performance

Firm Performance

Company performance in this study is defined by results that reflect company efficiency and are measured using the financial dimensions, customers, internal business processes, and learning and development. Every company strives to improve its performance in various ways. Companies that excel are those who continue to innovate to get and maintain optimal performance (Ramli, 2020b). Thus, in competing in a constantly changing environment it is very important to understand and monitor company performance. Therefore the measurement of company performance has always been of interest to practitioners and academics in management. Researchers have expanded efforts to determine measures for the concept of performance in which there is still much debate due to incomplete literature references (Schwatka et al., 2016).

Recent theoretical advances for measuring company performance, integrate intangible assets into a management system that plays a central role in value creation (Kaplan & Norton, 2001). The Balanced Scorecard (BSC) incorporates environmental and social performance to support the company's strategy (Nair et al., 2008) by adding three other perspectives, namely the customer perspective, process perspective, and learning and growth perspective as a driving force to create value for shareholders in the long term continuously. maintain a financial perspective as the outcome measure for company performance. The creation of economic, environmental, and social values at the same time can be the middle way of existing theory because the balanced scorecard combines the interests of stakeholders in a strategic framework in the context of creating a comprehensive value.

METHODS

The population investigated in this study were construction companies in Indonesia that were active for at least the last year. The selection of this population is based on data obtained from the Economic Census of the Central Statistics Agency (BPS) in 2018. The number of samples to be studied for this study was obtained using the ratio of the sample size to the number of parameters in SEM measurements of 5: 1 (Hair, 2016). This formula assumes a medium-size relationship between the independent and dependent variables which refers to the number of parameters for hypothesis testing. The number of parameters contained in the proposed conceptual framework is 24. Therefore, as many as 120 human resource managers in construction companies in Indonesia are required to meet the minimum sample size requirements. Collecting data using an online questionnaire through several stages, namely a preliminary study and

wording test. The main study identified 174 respondents as human resource managers from all construction companies in Indonesia.

RESULT AND DISCUSSION

Frequency Distribution

Frequency analysis is used to analyze the overall profile. The results in the table below are used to see the effect of the construction company profile.

No.	Characteristics	Category	Percentage
1.	Number of permanent workers	< 100	34%
		100-500	35%
		>500	31%
2.	The age/length of the company	<5 years	28%
	was established in the	5-10 years	33%
	construction industry	>10 years	38.5%
3.	The nature of the company	Private	32.80%
		Public	67.20%
4.	The type of company	Independent	29.90%
		Subsidiary	38.50%
		Holding	31.60%
5.	Core business	Construction only	54.60%
		Diversification	45.40%
6.	Competitive advantage strategy	Low cost	52.90%
		Differentiation	47.10%
7.	Type of client	Government	39.70%
		Private	60.30%
8.	The most frequently handled	Architecture	39%
	construction projects (more	civil Engineering	579
	than 1 answer)	Mechanical	38.5%
	-	Electrical	47.10%
		Environmental	39.10%
		governance	
		Others	10.90%
9.	Most project locations (more	Sumatera	70%
	than 1 answer)	Jawa	83%
	-	Kalimantan	38.5%
		Bali & Nusa tenggara	6.90%
		Sulawesi	6.90%
		Maluku & Papua	14.40%
10.	Company location	Sumatera Barat	19
		Jambi	19
		Sumatera Selatan	38.5%
			/
		Bengkulu	10%

No.	Characteristics	Category	Percentage
		DKI Jakarta	61.50%
		Jawa Barat	9.80%
		Banten	3.40%
		Jawa Tengah	6.30%
		Yogyakarta	1.10%
		Jawa Timur	1.10%
		Bali	1.70%
		NTT	1.10%
		Kalimantan Utara	1.70%
		Kalimantan Barat	2.90%
		Kalimantan Tengah	1.10%
		Kalimantan Selatan	2.90%
		Kalimantan Timur	0.60%
		Sulawesi Tengah	0.60%
		Sulawesi Selatan	1.10%

The results of the distribution of the respondents' profiles above show the conditions of construction companies in Indonesia who are respondents in this study which shows that with a large number of workers, the length of time the company has been established, the nature of the company is public, the types of companies are mostly subsidiaries, the types of clients are mostly in the private sector, most project locations are on the island of Java, competitive advantage strategies at low costs, the company's core business is only construction and most company locations are in DKI Jakarta. worker productivity as a source of competitive advantage to improve the performance of construction companies in Indonesia.

Validity

The results of the main study data factor analysis showed that all variables had a KMO value> 0.5 with a significance level of <0.05. The indicator for each variable has a loading factor value> 0.5. Thus, it can be concluded that the measurement instrument of this study also fulfills the construct validity test criteria in the main study.

Reliability

The results of the Cronbach alpha analysis of the main study data show that all variables have a Cronbach alpha coefficient value of the variable> 0.6. Therefore, it can be concluded that the measurement instrument of this study is also reliable in the main study.

Confirmatory Factor Analysis (CFA)

Confirmatory Factor Analysis (CFA) is used to assess the measurement model. The ratio of the incremental fit index (IFI), non-normed fit index (NNFI), and the comparative fit index (CFI) are the three measures used to estimate model fit measurements. The goodness of fit for the measurement models in this study is shown in Table 2 and they are within acceptable limits. Therefore, it can be suggested that the measurement model has a good match with the data collected.

Measurement	Structural	Value
Model	Model	
0.94	0.93	<u>></u> 0.90 (Hair et al., 2006)
0.96	0.95	≥ 0.90 (Hair et al., 2006)
0.96	0.92	≥ 0.90 (Hair et al., 2006)
	Model 0.94 0.96	Model Model 0.94 0.93 0.96 0.95

Table 2: The goodness of Fit Measurement Model and Structural Model

Source: data analysis output

The table above shows that convergent validity is confirmed because all loading factors are equal to or greater than 0.5 and are statistically significant (Hair et al. 1998). The internal consistency of the construct in the measurement model or the reliability of the measurement model was tested using Cronbach alpha analysis. Most of the authors propose that an alpha of 0.60 or greater is considered reliable (Churchill, 1977; Hair et al. 1998). In this study, the Cronbach alpha value of the analysis showed that all constructs were far above 0.60. In other words, the measurement scale of this study is stable and consistent in measuring the construct or reliability.

Strategic Human Resource Management

Based on the results of the SEM analysis, human resource management practices are determined by the suitability of candidates with the company as a whole, a selection system that focuses on potential candidates to learn and grow with the organization, prioritizing internal candidates to fill vacant positions, objective performance assessment with Employee career development goals, performance appraisal results that are used for development planning and training for the betterment of the company, the value of the salary compared to other companies in the same line, bonuses, and incentives, and training planned together with employees. The results of the analysis also show that two indicators are most dominant in human resource management practices, namely the follow-up of the training that has been planned with the workers and the implementation of training which is carried out periodically according to a predetermined plan. Rana & Malik (2017) analyzing human resource management practices in the construction industry in Pakistan found that training is one of the factors that most influences human resource management practices in construction companies in Pakistan which can be a source of competitiveness and will affect the company's performance accordingly with the concept (Pahos & Galanaki, 2018).

Competitive Advantage

Indicator	Lambda	Galat (Error)
χ_{41} – Effective and Efficient	0.63	0.57
χ ₄₂ – Rare	0.76	0.27
χ_{43} – Not easy to imitate	0.91	0.13
χ_{44} – Not easy to replace	0.81	0.25
	CR	0.95
	VE	0.60

Table 3: The Competitive Advantage Indicator Coefficient

Sumber: data analysis output

Based on the results of SEM analysis, the competitive advantage variable can be accurately reflected by the ability to compete effectively and efficiently, the ability to compete that other companies rarely or do not have, the ability to compete that is not easily imitated, and the ability to compete that is not easily replaced. The most dominant indicator is the ability to compete that is not easily imitated by other similar companies. By the concept of Pamulu (2010), a competitive ability that is not easily imitated becomes a source of competitive advantage for companies in the construction industry which in turn will improve company performance (Andersén, 2011).

Firm Performance

Table 4: Company Performance Indicator Coefficient

Indicator	Lambda	Galat (Error)
χ ₄₅ – Income	0.86	0.26
χ ₄₆ – Profit	0.89	0.21
χ ₄₇ – Market Share	0.80	0.37
χ_{47} – Reputation	0.84	0.29
χ_{48} – Operational	0.74	0.45
χ ₄₉ – Project	0.81	0.34
χ_{50} – Productive	0.92	0.15
χ_{51} – Satisfied	0.60	0.64

VE 0.66	CR	0.90
	VE	0.66

Source: data analysis output

Based on the results of SEM analysis, it can be concluded that company performance variables can be measured based on good company revenue growth, good corporate profit growth, good market share, good company image and reputation, good operational processes, punctuality of project completion, good employees. productive, and good worker satisfaction. By the concept of Kaplan & Norton (2001) that company performance can be measured through four dimensions, namely financial perspective, customer perspective, internal business process perspective, and learning and development perspective.

Table 5: Direct Effect (DCE), Indirect (ICE), and Total Effect (TCE) on Company Performance

Path	Effect	Estimates
Human resource management	Direct effect	-
practices - Safety Culture	Indirect effect	0.57
	Total effect	0.57
Safety Culture - Company	Direct effect	-0.81
Performance	Indirect effect	1.67
	Total effect	0.86
Competitive advantage -	Direct effect	1.39
Company performance	Indirect effect	-
	Total effect	1.39

CONCLUSION, MANAGERIAL IMPLICATIONS, LIMITATION AND FUTURE RESEARCH

This study produces a competitive advantage model for construction companies in Indonesia that comes from a review of the literature and empirical data. This model is a development of existing competitive advantage models and is elaborated with the results of the research analysis shown in Figure 3 below:

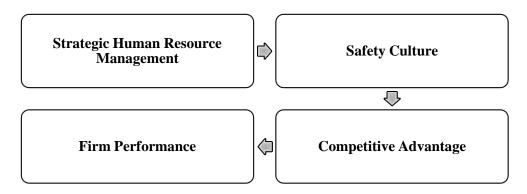


Figure 3: Construction Company Competitive Advantage Model SEM Analysis Results

The figure above shows a competitive advantage model for construction companies in Indonesia that originates from human resource management practices consisting of recruitment and selection, performance management, compensation, and training and development that are integrated with company policies related to safety culture, leadership, worker participation, and communication in building a safety culture so that it becomes an asset for a construction company that can be a source of competitive advantage because it can compete effectively and efficiently, has a competitive ability that other construction companies rarely or does not have, has a competitive ability that is not easily imitated and can compete that is not easily replaced. The competitive advantage of this construction company will ultimately have an impact on improving company performance.

Managerial Implication

The managerial role is mainly to maintain the combination of overall human resource management practices and safety culture as a source of industrial competitiveness that can improve a country's national economy and play a role in the global economy. Thus, the competitiveness driven by intellectual capital is essential to a country's long-term economic performance. Furthermore, if these managerial implications are implemented by companies in the construction industry, Indonesia's competitiveness is assumed to increase, especially among the five ASEAN countries. This is because the application of human resource management practices that are integrated with a work safety culture will increase the productivity of workers in the construction industry sector which can be a source of competitiveness for construction companies which will have an impact on improving company performance. This improved performance will provide a significant contribution to the Gross Domestic Product (GDP) which can increase the percentage of Indonesia's economic growth. Thus, infrastructure development can become the main pillar of increasing Indonesia's competitive advantage.

Limitation and Future Research

There are several limitations of this study that need to be known, including i) the coverage of the study population is too broad. This condition results in the sample being less representative in describing the characteristics of the company in the population being the study sample. This condition also allows different research findings if the research sample is small; ii) this study does not include other factors that could potentially affect a competitive advantage. The results showed R2 for competitive advantage was 45.5%. This indicates the possibility of other factors that can affect competitive advantage. For example, the literature shows a positive effect of management capability on competitive advantage in construction companies in developing countries (Jolly et al., 2016); iii) measurement for the variables of human resource management practices, work safety culture, worker productivity, and company performance using multi-dimensional analysis which still allows for additional dimensions to make measurements better in measuring the concept you want to measure(Aragão & Jabbour, 2017; Kositanont et al., 2014; Oliver, 2017; Pratibha & Katyayani, 2018); iv) the measurement for the competitive advantage variable in this study emphasizes the intangible aspect using the Resource-based view concept. The literature suggests that there is a measure of a competitive advantage which also involves the tangible aspects of the company (Pamulu, 2010); v) This research focuses specifically on companies in the construction industry. This condition has the potential to produce different findings when applied to different types of industries.

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