

Increasing Company Agility through Human Resource Quality

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Key words:		Abstract
Human Resources, Corporate Agility, Industrial and Mining Sector.		<i>The aim of the research is to analyze the quality of human resources to increase company agility. The research methodology used in this research is qualitative and quantitative. Next, the survey method was used to obtain information from all respondents. The method was purposive sampling with the number of samples obtained from 115 respondents. Empirical data collected from primary sources is a questionnaire distributed to workers working in the industrial and mining sectors in the Gresik Regency Industrial Area. The results show that HR quality has a positive effect on company agility. This shows that companies that have quality human resources will be more able to adapt quickly to changes that occur. The Human Resource Quality variable has a positive relationship with increasing Company Agility because it has a regression coefficient value of -0.420. This means that the Human Resource Quality variable has an effect on increasing Company Agility.</i>
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1 INTRODUCTION

Human resources (HR) are one of the most important assets for a company. The importance of the HR function for a company is that it is the main component of the company in carrying out all activities from the planning process to production operations (Suwignjo et al., 2022; Maheshwari et al., 2023). So the company must have good quality human resources to achieve the expected goals.

Improving the quality of human resources in the company will increase productivity and work quality. This is because quality human resources will be the company's driving force in facing market challenges (Goncearuc et al., 2022; Moorlock et al., 2023; Shamim et al., 2023). Therefore, the quality of education, skills and knowledge needed to complete the tasks assigned by the company must be a concern (Baviera-puig and Escrib, 2022; Pedraza-rodríguez et al., 2023). So to achieve this, companies must always update HR skills and knowledge to remain relevant and competitive.

Good quality human resources will be able to explain company goals by increasing customer satisfaction (Ballesteros-sola and Magomedova, 2023; Nijhuis et al., 2024). So HR must be able to provide the best service to customers under any conditions (Broekhuizen et al., 2023; Wang et al., 2023). Therefore, quality human resources are not only measured by skills and knowledge, but also by understanding customer needs and being able to provide the best solutions.

Apart from that, quality human resources can increase company innovation and creativity. So this can create new ideas that are appropriate in helping the company to maintain its position and develop (Aramburu et al., 2021; Rubio-andrada, Celemín-pedroche and Ram, 2023). That is why, quality human resources are a solid foundation for companies to build the future in facing challenges and changes.

Increasingly competitive challenges and changes are unavoidable pressure for companies. Therefore, companies are required to be able to adapt immediately (Guandalini, 2022; Wu et al., 2023). Company management must always be aware of the increasingly rapid changes occurring (Riegger et al., 2021; Guandalini, 2022). Changes do not only occur in market demand, but are also influenced by external factors, namely technology and innovation (Abdelaty and Weiss, 2023; Huynh et al., 2023). So companies are required to be able to adapt to these changes, namely through a strategy of high flexibility or agility.

Agility is a company's ability to change and adapt quickly to changes that occur rapidly due to market influences. So agility efforts must be achieved immediately through various efforts (Mero et al., 2022; Riquelme-medina et al., 2022). The agility carried out by the company will be able to improve the quality of its Human Resources (HR).

Therefore, corporate agility requires human resources who have skills, knowledge and adaptive attitudes. So that adaptive skills and knowledge with a friendly attitude adapted to conditions in the field will be able to help human resources to adapt (Alnuaimi, Kumar and Harney, 2021; Costa et al., 2023). This condition will be measurable when changes in the environment and the responsibilities imposed on the company's HR improve the company's position in the eyes of customers.

A company will achieve success if it has agility and high quality human resources, so it will have better competitive capabilities. This will be tested when facing unexpected market changes (Muhammad et al., 2022; Marc, 2023). That is why agility and high human resources can help companies to be more

effective and competitive (Pfajfar, Ma and Mitr, 2022; Castro-lopez, Iglesias and Santos-vijande, 2023). Based on these conditions, comprehensive changes must be made by the company in facing market threats with a strategy of recruiting quality human resources and strengthening the company's agility (Cadden et al., 2023; Nordin and Raval, 2023). The hope is that this strategy can work well, so that the complexity of the problems faced can be easily resolved.

However, the current condition is that it is difficult to recruit human resources who have the quality and expertise that match the company's expectations. Poor human resources will not have the agility and will not be able to complete the obligations imposed by the company, so they will be less effective and efficient. This can lead to weak productivity and work quality.

Another condition that will occur when recruiting wrong human resources is a decrease in customer satisfaction. This happens because HR is unable to explain the company's vision and mission to customers. So customers become increasingly disappointed and what happens is the company will lose the market.

The problem will worsen when new ideas are no longer produced by human resources, due to the poor quality of the human resources they have. This condition will automatically affect the company's agility to be able to develop and create market opportunities from the pressures it faces. Therefore, innovation and creativity from human resources are poor in the structure of the company that has been built. Company failure will certainly occur, so quality and reliable human resources are the key to success.

Recruiting high-quality human resources is very expensive. Things that must be prepared from the right selection stage to see human resources who have high skills, knowledge, motivation and initiative are very time consuming and expensive. Providing ongoing training and development to improve HR skills and knowledge is also not cheap. So companies must be very selective in recruiting human resources and the quality of existing human resources.

This weakness is a problem that is difficult for companies to face if they still hope to survive in their current position. Poor quality human resources and the difficulty of realizing high company agility, it is certain that the phenomenon that will occur is that the company will experience a serious setback in its business. The increasing cost of maintaining human resources is very important for companies to carry out overall agility which will have an impact on setbacks.

2 LITERATURE REVIEW

Based on previous research, company agility towards human resources is a very interesting thing to research. In the opinion of Limaj and Bernroider (2022) that agility is a company strategy in an effort to develop the company's ability to face uncertain changes. Human resource development is a strategy in order to be able to adapt to technology, so that it can improve service to customers. Agility is the most important part in responding to changes in the company's environment (Goncearuc et al., 2022; Shamim et al., 2023).

Next according to opinion AlNuaimi et al., (2022) that the relationship between HR, leadership and company agility has a very positive impact on transformation in facing digital change. A company's agility

to face market changes is based on the leadership style in managing the company (Marinkovi et al., 2022; Evers et al., 2023). HR reliability is one of the key factors in the success of technological transformation, so that company agility develops accordingly.

The same thing was expressed by Prasad, Mukhopadhyay and Suar (2023) that investment in human resources is essential to be able to increase the company's agility in responding to the challenges it faces. Company agility is a benchmark for HR reliability to improve the company's reputation in the eyes of customers (Griva et al., 2023; Khanagha, Hooff and Khapova, 2023). Resource management, both financial and non-financial, is a transformation strategy carried out by the company (Hickey et al., 2023; Muir et al., 2023). So it can be concluded that transformation is to improve the company's reputation by developing HR management both through regular training and development carried out by the company. This condition can increase the company's agility in preventing negative changes within the company.

Based on the phenomena that occur, this research aims to analyze the influence of Human Resources (HR) Quality on Company Agility in the construction and mining sectors. Corporate agility is an important factor for maintaining success. However, this factor is closely related to the quality of human resources. The problem faced is not only maintaining quality human resources but also maintaining the company's agility in front of customers. Therefore, how to improve the quality of human resources in influencing company agility.

3 RESEARCH METHODS

This research was conducted in the Manyar Smelter Desalination area, Gresik Regency Industrial Area. The research uses a survey method, while the sample uses a purposive sampling method. The number of samples obtained from the survey was 115 respondents. Empirical data collected from primary sources is a questionnaire distributed to workers working in the industrial and mining sectors in the Gresik Regency Industrial Area. Meanwhile, secondary data is time series data sourced from related literature and BPS Indonesia which is relevant to the research objectives. Data were analyzed using descriptive statistics, to analyze the influence of the relationship between variables using simple linear regression analysis. The equations built in this research are " $Y = a + \beta_1 X_1 + e$ ".

where:

Y = Company Agility Variable

'a = Constant

β_1 = Regression Coefficients

X₁ = Human Resource Quality Variables

'e = error

4 RESULTS AND DISCUSSION

The results of the study indicate that the simple linear regression analysis of the Human Resources (HR) Quality variable on Corporate Agility in the construction and mining sectors shows the equation $Y = 60.471 + 0.420 + e$ which means that: 'a = 60.471. The constant value indicates that if the independent

variable Human Resources Quality has a value of 0 (zero), then Corporate Agility is 60.471. $\beta_1 = 0.420$, is a Human Resources Quality variable that has a positive value and indicates that there is an inverse relationship with Corporate Agility. Based on the hypothesis developed in this study, the Human Resources Quality variable has a positive relationship because it has a regression efficiency value of 0.420. The calculated t value (10.385) is smaller than <t table 1.984 and the significant value of 0.000 is smaller than <0.05 so that H_0 is rejected, H_a is accepted. The conclusion is that the Human Resources Quality variable has an influence in increasing Enterprise Agility. Presented in Table 1 are the results of simple linear regression analysis.

Table1. Simple Linear Regression Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	60.471	2.668		22.664	.000
	SDM	.420	.040	.603	10.385	.000

Source: processed data, 2024

This condition shows that there is a unidirectional relationship between the Human Resource Quality variable and increasing Company Agility. The highest average value of all indicators is the mean 4.76. This indicator shows that the skills and knowledge required to do a good job will increase the Company's Agility value.

Human resources (HR) are a central element in a company. The strategic role of human resources in business organizations can be formulated in the form of resource theory, where the company's function is to mobilize all internal resources or capabilities to overcome market interests as the main external factor in the view of (Goncearuc et al., 2022; Shamim et al., 2023)

The research results are in line with the findings Al, Ruiz-palomino and Williams, (2023) and obey Moorlock et al., (2023) shows that knowledge and skills have a significant positive impact on employee work effectiveness. This situation reinforces that skilled human resources will have a positive influence on performance which ultimately has an impact on company agility.

5 CONCLUSION

Based on research results, HR quality has a positive effect on company agility. This shows that companies that have quality human resources will be more able to adapt quickly to changes that occur. The Human Resource Quality variable has a positive relationship because it has a regression coefficient value 0,420. Calculated t value (10.385) smaller than < t table 1,984 and significant value 0,000 smaller than < 0,05 so H_0 rejected, H_a accepted. It can be concluded that the Human Resource Quality variable

has an influence on increasing Company Agility. This positive influence shows that the more qualified the company's human resources are, the company's agility will also increase and increase.

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