

HUMAN RESOURCES SCORECARD AS A MEDIATOR IN THE EFFECT OF HUMAN RESOURCE SYSTEM ON EMPLOYEE COMPETITIVE ADVANTAGE

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ABSTRACT

The objectives of this study will be achieved determining and analyzing the impact of human resource management on the competitive advantage of employees. Human resources system is a model of HR value creation through strategic practices that are aligned with the vision and mission, policies, and corporate culture. This type of research is quantitative research. The population in this study were all management levels in positions related to HR / personnel management in 9 retail company groups in Bali totaling 68 people. Sampling in this study using saturated samples means that the entire population is sampled. Based on the results of data processing using PLS, then evaluate the structural equation model. The results of this study show that all First Order Loading Factors show significant values as evidenced by the results of the Statistical T Test greater than 1.96. Human resources system has no effect on employee competitive advantage. This research illustrates that the competitive advantage of employees will increase if the management of retail companies can make the human resources system better.

Keywords: Human Resources, employees, company, Development

1. INTRODUCTION

Employees are an important asset for the company, must be managed effectively, knowledgeable and professional, therefore this will characterize the company has an employee competitive advantage (Noe *et al.*, 2022). Based on the assessment of the Institute for Management Development (IMD), which is a world HR rating agency, the competitive advantage of HR in Indonesia has fluctuated from 2016 to 2020. In 2017 the competitive advantage of Indonesian human resources was ranked 47th in the world, this means that the competitive advantage of Indonesian human resources decreased from 2016, which was ranked 46th, then in 2018 to 45th, which means an increase from 2017. In 2019 it increased again to rank 41 or increased 4 points from 2018. While 2020 is ranked 45th or down from 2019.

Table 1. Indonesia's Employee Competitive Advantage Ranking in the World based on the Institute for Management Development (IMD) Assessment

Year	Rank Number	Increase/ Decrease
2016	46	-

2017	47	Decrease
2018	45	Increase
2019	41	Increase
2020	45	Decrease

Source: IMD World Competitiveness Center (2020)

When viewed in the ranking of Bali's human resources in Indonesia, based on Central Bureau of Statistics of the Republic of Indonesia data in 2020, Bali's employee competitive advantage is in 14th position out of 34 provinces in Indonesia. It is noted that the retail trade sector in Bali is a sector that has a large workforce of around 15.2% of the entire workforce from various sectors. Currently more than 60% of retail companies are engaged in modern networked stores such as hypermarkets, supermarkets, and minimarkets. Most of the modern retail companies in Bali have several branches or outlets thus forming a group of companies.

An employee's competitive advantage can be achieved through improving his performance (Lin *et al.*, 2011). Human resources scorecard is a key performance indicator (KPI) based performance measurement that is more comprehensive and integrated (Becker *et al.*, 2001).

Several previous studies have examined the effect of human resources scorecard on employee competitive advantage, including Albrecht *et al.* (2015), Kariuki *et al.* (2014), Martinson & Deleon (2016), Mehdi *et al.* (2019), Alajmi and Alenezi (2019), Izuchukwu *et al.* (2014), Koçoğlu *et al.* (2009), and Qehaja and Kutllavci (2013), who found that the human resources scorecard has a positive and significant effect on employee competitive advantage. The opposite results were obtained from the research of Saha *et al.* (2011), Ling and Nasurdin (2010), Kuipers and Giurge (2016), and Ranjhan and Mallick (2018), that the human resources system has no effect on employee competitive advantage.

Several studies examine the effect of the human resources system on employee competitive advantage including Florence *et al.* (2014), Shaari (2019), Lado and Wilson (1994), Abdullah *et al.* (2017), and Almuslamani & Dau (2018), who found that the human resources system has a positive and significant effect on employee competitive advantage. The opposite results can be obtained from the research of Tabouli *et al.* (2016), Sabarwal (2014), Chelimoy (2017), Anosh *et al.* (2014), and Pahuja (2017), that the human resources system has no effect on employee competitive advantage.

Rusu and Avasilcai (2016) in their research entitled "linking employee performance to strategic human resource management" explain that various methods of measuring human resources scorecard can be built through strategic HR management, one of which is the existence of a human resources system.

Several previous studies have examined the effect of the human resources system on the human resources scorecard, including those conducted by Hazra *et al.* (2013), Mehmood (2017), Thomas *et al.* (2016), Inanlou and Ahn (2017), Rehman and Ali (2013), Katoua and Budhwar (2009), Al-Hakim *et al.* (2019), who found that the human resources system has a positive and significant effect on the human resources scorecard. The opposite results obtained that the human

resources system has no effect on the human resources scorecard such as Cato and Gordon (2014), Gile (2013), and Reddy (2013), while Anosh et al. (2014), and Darbi (2017) in their research found that the human resources system has a negative and significant effect on the human resources scorecard.

The formulation of the problem in this study: (1) Does the human resources system affect employee competitive advantage?; (2) Does the human resources system affect the human resources scorecard?; (3) Does the human resources scorecard affect employee competitive advantage?; (4) Can the human resources scorecard play a role in mediating the effect of the human resources system on employee competitive advantage?

The objectives to be achieved in this study: (1) To determine and analyze the effect of human resources system on employee competitive advantage; (2) To determine and analyze the effect of human resources system on human resources scorecard; (3) To determine and analyze the effect of human resources scorecard on employee competitive advantage; (4) To determine and analyze the effect of the role of human resources scorecard in mediating the effect of human resources system on employee competitive advantage.

2. RESEARCH MODEL AND HYPOTHESIS

2.1. Research Model

The grand theory used in this study is the resource-based view theory (Wernerfelt, 1984). Some researchers believe that the human resources system is able to influence the running of the company, so it has an influence on the human resources scorecard in obtaining employee competitive advantage. This means that employee competitive advantage can be achieved through the human resources scorecard by implementing the human resources system.

This study uses 3 (three) variables, consisting of 1 (one) exogenous variable, namely the human resources system, and 1 (one) endogenous variable, namely employee competitive advantage, 1 (one) intervening variable, namely the human resources scorecard.

The research model in this study is shown in Figure 1 below:

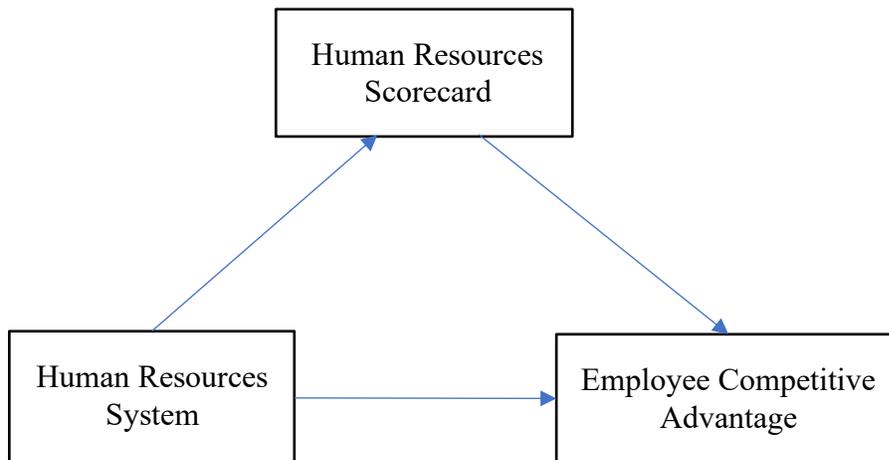


Figure 1. Research Model Human Resources Scorecard as a Mediator in the Effect of Human Resource System on Employee Competitive Advantage

2.2. Hypothesis

2.2.1. The effect of human resource systems on employee competitive advantage

Human resources system is a model of HR value creation through strategic practices that are aligned with the vision and mission, policies, and corporate culture. In the view of RBV theory, HR is an intangible asset that has value derived from organizational culture, direction and company policy in creating competitive advantage (Clulow et al., 2007).

Several studies have found that the human resources system has a positive and significant effect on employee competitive advantage. Research conducted by Florence et al. (2014), Shaari (2019), Lado and Wilson (1994), Abdullah et al. (2017), and Almuslamani & Dau (2018) found that the human resources system has a positive and significant effect on employee competitive advantage.

Based on the theory and results of previous research, the hypotheses in this study are:

H1 : Human resources system has a positive and significant effect on employee competitive advantage.

2.2.2. The effect of human resources system on human resources scorecard

The existence of a human resources system in supporting HR practices through corporate strategic policies with the aim of aligning employee management with the direction of the company, thus creating a high human resources scorecard. RBV theory illustrates that HR is human capital which is a key resource of the company, therefore HR goals must be aligned with the company's vision, mission so that employees can be directed to increase their productivity (Cato & Gordon, 2014).

Several studies have found that the human resources system has a positive and significant effect on the human resources scorecard. The results of research by Hazra et al. (2013), Mehmood (2017), Thomas et al. (2016), Inanlou and Ahn (2017), Mahmood and Rehman (2016), Katoua and Budhwar (2009), Al-Hakim et al. (2019), found that the human resources system has a positive and significant effect on the human resources scorecard.

Based on the theory and results of previous research, the hypotheses in this study are,

H2 : Human resources system has a positive and significant effect on the human resources scorecard.

2.2.3. The effect of human resources scorecard on employee competitive advantage

Employee competitive advantage can be achieved through improving performance (Lin *et al.*, 2011). Becker et al. (2001) explained that because the HR scorecard is derived from the balance scorecard (BSC), the HR scorecard also has the same scorecard as the BSC, which allows human resource organizations to measure their strategic contributions based on four perspectives, namely financial perspective, customer perspective, internal business process perspective and learning &

growth perspective.

Several studies have found that HR scorecard has a positive and significant effect on employee competitive advantage. The research results are in line with the research of Albrecht et al. (2015), Kariuki et al. (2014), Martinson & Deleon (2016), Mehdi et al. (2019), Alajmi and Alenezi (2019). Izuchukwu et al. (2014), Kocolu et al. (2009), and Qehaja and Kutllovci (2013), who found that human resources scorecard has a positive and significant effect on employee competitive advantage.

Based on the theory and results of previous research, the hypotheses in this study are,

H3 : Human resources scorecard has a positive and significant effect on employee competitive advantage.

2.2.4. The role of human resources scorecard in mediating the effect of human resource systems on employee competitive advantage

Employees who understand the HR function through the application of existing organizational culture in the company that is aligned with the direction of development and company regulation will improve performance and have a competitive advantage (Sabarwal, 2014).

Several studies have found that the human resources system has significant effect on the human resources scorecard and employee competitive advantage. The results of research by Hazra et al. (2013), Demo et al. (2012), Mahmood and Rehman (2016), Katoua and Budhwar (2009), Al-Hakim et al. (2019), and Almuslamani & Dau (2018), found that the human resources system affects employee competitive advantage through the human resources scorecard.

Based on the theory and results of previous research, the hypotheses in this study are,

H4 : Human resources scorecard plays a significant role in mediating the effect of the human resources system on employee competitive advantage.

3. RESEARCH METHOD

This research was conducted at 9 (nine) of the largest networked retail company groups in Bali, namely the Tiara Dewata Group, Indomaret, Alfamart, Circle K, Coco, Ayu Nadi, Nirmala, Delta Dewata, Pepito. This type of research is quantitative research. The population in this study were all management levels in positions related to HR / personnel management in 9 retail company groups in Bali totaling 68 people. Sampling in this study using saturated samples means that the entire population is sampled. In this study, researchers used a questionnaire as a technique for collecting data from respondents. The questionnaire is a data collection technique that is done by giving a set of written statements to respondents to answer. The questionnaire was collected using google form.

In this study there are three variables, namely the human resources system, human resources scorecard, and employee competitive advantage. The human resources system variable consists of 3 indicators, namely the company's vision and mission, corporate culture, and HR regulations. The human resources scorecard variable consists of 4 indicators, namely the financial

perspective, customer perspective, internal business process perspective, and learning & growth perspective. The employee competitive advantage variable consists of 4 indicators, namely strategic partner, administrative expert, employee champion, and change agent.

Measurement of variables in this study using a Likert scale, consisting of scores 1 to 5 which means strongly disagree, disagree, moderately agree, agree, and strongly agree. In this study, the data analysis technique used was PLS with the SmartPLS program. Based on the results of data processing using PLS, then evaluate the structural equation model. In this evaluation, there are two basic evaluations, namely: measurement model evaluation (outer model) to determine the validity and reliability of indicators that measure latent variables, and structural model evaluation (inner model) to determine the validity of the model. Before the model evaluation is carried out, it can be reaffirmed that the questionnaire as a data collection tool in this study is a valid and reliable instrument. The First Order loading factor value is declared significant if it is proven by the Statistical T Test greater than 1.96 (Ghozali, 2011). The results of this study show that all First Order Loading Factors show significant values as evidenced by the results of the Statistical T Test greater than 1.96.

This quantitative research study was conducted at nine of the largest networked retail company groups in Bali, including Tiara Dewata Group, Indomaret, Alfamart, Circle K, Coco, Ayu Nadi, Nirmala, Delta Dewata, and Pepito. The population consisted of all management levels in positions related to HR/personnel management, totaling 68 individuals. A saturated sample was used, meaning the entire population was sampled. Data was collected using an online questionnaire via Google Forms.

The study examined three variables: human resources system, human resources scorecard, and employee competitive advantage. The human resources system variable consisted of three indicators: company vision and mission, corporate culture, and HR regulations. The human resources scorecard variable comprised four indicators: financial perspective, customer perspective, internal business process perspective, and learning and growth perspective. The employee competitive advantage variable also had four indicators: strategic partner, administrative expert, employee champion, and change agent.

A Likert scale was used to measure the variables, with scores ranging from 1 (strongly disagree) to 5 (strongly agree). Data analysis was conducted using Partial Least Squares (PLS) with the SmartPLS program. The evaluation consisted of two parts: measurement model evaluation to determine the validity and reliability of indicators, and structural model evaluation to determine the validity of the model. The questionnaire was confirmed to be a valid and reliable instrument through Statistical T Test, with all First Order Loading Factor values exceeding 1.96.

4. RESULTS

4.1. Evaluation of the measurement model (Outer model)

Evaluation of the measurement model examines the validity and reliability of indicators that measure constructs or latent variables. In this study, the four latent variables, namely: HR function (X1), Human resources system (X2), Employee behavior (X3), Human resources scorecard (M), and Employee competitive advantage (Y) are evaluated by checking the convergent and discriminant validity of the indicators, as well as composite reliability. The results of the outer model examination which includes convergent, discriminant validity and composite reliability can be conveyed as follows:

4.1.1. Convergent validity

Convergent validity aims to measure the validity of indicators as construct measures which can be seen in the outer loading (SmartPLS output). This convergent validity evaluation is carried out based on the outer loading coefficient of each indicator on the latent variable. Individually an indicator item is said to be valid, if the loading factor score is greater than 0.70 and has a t statistic > t table (1.96) or p-value ≤ α (0.05). However, research at the development stage score loading factor ranging from 0.50 to 0.60 is still acceptable (Latan & Ghazali, 2015: 74). Besides that, the outer loading value can determine the contribution of each indicator with the highest value, indicating that the indicator is the strongest measure or in other words the most important in the latent variable. The results of examining the outer model can be known outer loading for each indicator on a variable, as presented in Table 2.

Table 2. Outer Loading (Measurement Model)

Variable	Indicator	Outer Loading	p Value
Human Reseource System (X)	Company vision and mission (X1)	0.812	0.000
	Corporate culture (X2)	0.894	0.000
	Human resources regulation (X3)	0.835	0.000
Human Resources Scorecard (M)	Financial perspective (M1)	0.776	0.000
	Customer perspective (M2)	0.814	0.000
	Internal business process perspective (M3)	0.794	0.000
	Growth and learning perspective (M4)	0.811	0.000
Employee Competitive Advantage (Y)	Strategic partner (Y1)	0.768	0.000
	Administrative expert (Y2)	0.803	0.000
	Employee champion (Y3)	0.749	0.000
	Change agent (Y4)	0.816	0.000

Source: Data processed

Table 2 shows that all indicators that measure the human resources system variable (X2) have an outer loading value greater than 0.70 and the p value is below 0.05 (5%). This means that the company's vision and mission (X1). corporate culture (X2). and HR regulations (X3) are valid indicators as a measure of the human resources system variable. The corporate culture indicator

(X2) is the strongest indicator of the human resources system variable. because it has the largest outer loading value (0.894). While the company's vision and mission indicator (X1) is the weakest indicator of the human resources system variable. because it has the smallest outer loading value (0.812).

In the evaluation of the human resources scorecard variable (M), the outer loading value is greater than 0.70 and the p value is below 0.05 (5%). This means that the financial perspective (M1). customer perspective (M2). internal business process perspective (M3). and growth and learning perspective (M4) are valid indicators as a measure of human resources scorecard variables. The customer perspective indicator (M2) is the strongest indicator of the human resources scorecard variable. because it has the largest outer loading value (0.814). While the financial perspective indicator (M1) is the weakest indicator of the human resources scorecard variable. because it has the smallest outer loading value (0.776).

In evaluating the employee competitive advantage (Y) variable, the outer loading value is greater than 0.70 and the p value is below 0.05 (5%). This means that strategic partner (Y1). administrative expert (Y2). employee champion (Y3). and change agent (Y4) are valid indicators as a measure of employee competitive advantage variables. The change agent indicator (Y1) is the strongest indicator of the employee competitive advantage variable. because it has the largest outer loading value (0.816). While the employee champion indicator (Y3) is the weakest indicator of the employee competitive advantage variable. because it has the smallest outer loading value (0.749).

4.1.2. Discriminant validity

The discriminant validity check with the Fornell-Larcker Criteria in this study can be presented in Table 3.

Table 3. Discriminant Validity Check with Fornell-Larcker Criteria

Variable	AVE	Fornell-Larcker Criteria		
		X	M	Y
Human Resources System (X)	0.668	0.817		
Human Resources Scorecard (M)	0.582	0.635	0.759	
Employee Competitive Advantage (Y)	0.547	0.743	0.715	0.738

Source: Data processed

This evaluation is carried out by comparing the square root of Average Variance Extracted (AVE) value of each latent variable with the correlation between other latent variables in the model. The provisions. if the square root of Average Variance Extracted (\sqrt{AVE}) of the latent variable is greater than the correlation coefficient of the latent variable, it indicates that the variable indicators have good discriminant validity. The recommended AVE value is greater than 0.50. Table 3 shows that all variables have an AVE value above 0.5. In addition. it appears that the value of the Fornell-Larcker criterion for each variable has the highest value in each latent variable tested

with other latent variables. meaning that each indicator is able to be predicted well by each latent variable and the numbers that are not bolded are the correlation values between variables and other variables. Thus, the results obtained indicate that the discriminant validity of the research model is quite good and can be accepted for further analysis.

The discriminant validity check with cross loading in this study can be presented in Table 4.

Table 4. Discriminant Validity Check with Cross Loading

Indicator	Human Resources System (X)	Human Resources Scorecard (M)	Employee Competitive Advantage (Y)
X ₁	0.708	0.654	0.649
X ₂	0.836	0.742	0.771
X ₃	0.927	0.815	0.843
M ₁	0.676	0.810	0.676
M ₂	0.710	0.764	0.719
M ₃	0.694	0.752	0.688
M ₄	0.676	0.771	0.732
Y ₁	0.653	0.751	0.887
Y ₂	0.739	0.729	0.762
Y ₃	0.662	0.625	0.713
Y ₄	0.740	0.742	0.828

Source: Data processed

The construct cross loading value is said to have high discriminant validity if the correlation value of the construct (variable) with the measurement item is greater than the correlation value with other constructs (variables). This shows that latent constructs predict the size of their block better than the size of other blocks. Table 5.18 shows that the correlation value of the construct with its indicator is greater than the correlation value with other constructs. Thus it can be concluded that all latent constructs show good discriminant validity because they can predict indicators in their block better than indicators in other blocks.

4.1.3. Composite Reliability

Aims to evaluate the reliability value between the indicator blocks of the constructs that form them. The composite reliability results are said to be good if they have a value above 0.70 (Ghozali, 2018). The composite reliability values in the measurement model are presented in Table 5.

Table 5. Composite Reliability

Variable	Composite Reliability	Cronbach's Alpha
Human Resources System (X)	0.883	0.827
Human Resources Scorecard (M)	0.954	0.956
Employee Competitive Advantage (Y)	0.956	0.952

Source: Data processed

Table 5 shows that the composite reliability and Cronbach's alpha values of the five latent variables are above 0.70 so that it can be conveyed that the indicator blocks are reliable in measuring variables.

Based on the results of the evaluation of convergent, discriminant validity and composite reliability, it can be concluded that the indicators as a measure of latent variables are valid and reliable. Furthermore, the inner model analysis was carried out to determine the goodness of fit model in this study.

4.1.4. Structural Model Evaluation (Inner Model)

The structural model is evaluated with respect to the Q2 predictive relevance of the model which measures how well the observed values are generated by the model. Q2 is based on the coefficient of determination of all dependent variables. The magnitude of Q2 has a range value of $0 < Q2 < 1$, the closer to the value of 1 means the better the model. In this structural model there are two endogenous (dependent) variables, namely; human resources scorecard (M) and employee competitive advantage (Y). The coefficient of determination (R2) of each dependent variable is shown in Table 6.

Table 6. Goodness of Fit Evaluation Results

Structural Model	Dependent Variable	R-Square
1	Human Resources Scorecard (M)	0.781
2	Employee Competitive Advantage (Y)	0.842
Calculation of Q ² :		
$Q^2 = 1 - [(1 - R_1^2) (1 - R_2^2)]$		
$Q^2 = 1 - [(1 - 0.781) (1 - 0.842)]$		
$Q^2 = 1 - [(0.219) (0.158)]$		
$Q^2 = 1 - 0.035$		
$Q^2 = 0.965$		

Table 6 shows that the results of the structural model evaluation prove that the Q2 value (0.965) is close to 1. Thus, the results of this evaluation provide evidence that the structural model

has a good goodness of fit model. This result can be interpreted that the information contained in the data is 96.2% explained by the model, while the remaining 3.5% is explained by other variables not contained in the model.

4.1.5. Testing Results

4.1.5.1. The Result Testing the Direct Effect

The results of testing the direct effect between variables can be presented in Table 7.

Table 7. The Results of Testing the Direct Effect

Relationship between Variables	Path Coefficient	T-Statistic	p Value	Desc.
Human Resources System (X) -> Employee Competitive Advantage (Y)	0.132	1.714	0.078	Not Significant
Human Resources System (X) -> Human Resources Scorecard (M)	0.256	2.113	0.005	Significant
Human Resources Scorecard (M) -> Employee Competitive Advantage (Y)	0.323	4.595	0.000	Significant

Source: Data processed

Table 7 shows the results of the direct effect test which are described as follows:

Human resources system (X) has no effect on employee competitive advantage (Y). This result is indicated by the T-statistic value = 1.714 (T-statistic < 1.96) and p value = 0.078 (> 0.05). so hypothesis 1 (H1): Human resources system has a positive effect on employee competitive advantage cannot be proven (rejected). Based on the results obtained, it means that changes in the human resources system have no impact or so small on employee competitive advantage.

Human resources system (X) is proven to have a positive and significant effect on human resources scorecard (M). This result is indicated by a positive path coefficient of 0.256 with a T-statistic value = 2.113 (T-statistic > 1.96) and p value = 0.005 (< 0.05). so that hypothesis 2 (H2): Human resources system has a positive effect on human resources scorecard can be proven (accepted). Based on the results obtained, it means that the better the human resources system. then the human resources scorecard will increase.

Human resources scorecard (M) is proven to have a positive and significant effect on employee competitive advantage (Y). This result is indicated by a positive path coefficient of 0.323 with a T-statistic value = 4.595 (T-statistic > 1.96) and p value = 0.000 (< 0.05). so that hypothesis 3 (H3): human resources scorecard has a positive effect on employee competitive advantage can be proven (accepted). Based on the results obtained, it means that the human resources scorecard is increasing. then the employee competitive advantage will also increase.

4.1.5.2. The Result Testing the indirect Effect

The results of testing the indirect effect between variables can be presented in Table 8.

Table 8. The Results of Testing the Indirect Effect

Relationship between Variables	Path Coefficient	T-Statistic	p Value	Desc.
Human Resources System (X) -> Human Resources Scorecard (M) -> Employee Competitive Advantage (Y)	0.296	1.992	0.039	Significant

Source: Data processed

Table 8 shows the results of testing the direct effect which is presented in the following description: human resources system (X2) is proven to have a positive and significant effect on employee competitive advantage (Y) through human resources scorecard (M). This result is indicated by a positive path coefficient of 0.296 with a T-statistic value = 1.992 (T-statistic > 1.96) and p value = 0.039 (< 0.05). so that hypothesis 3 (H3): Human resources scorecard plays a role in mediating the effect of human resources system on employee competitive advantage can be proven. Based on these results it can be interpreted. An improved human resources scorecard based on an improved human resources system will further increase employee competitive advantage. The research model in accordance with PLS analysis is presented in Figure 2.

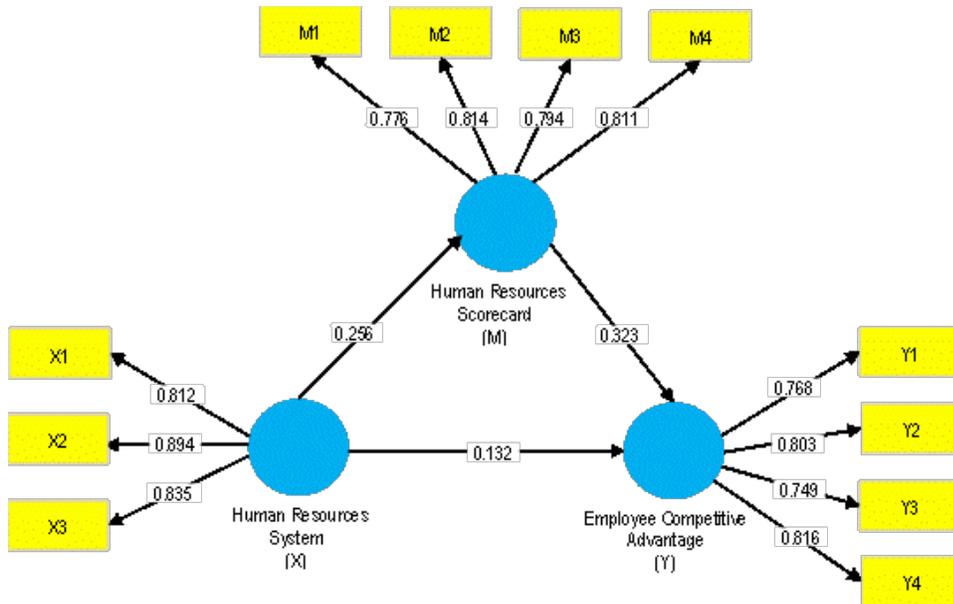


Figure 2. PLS Path Coefficient Results

5. DISCUSSION

5.1. The effect of human resources system on employee competitive advantage

Based on the results of data analysis, it is found that the human resources system has no effect on employee competitive advantage. This result means that the good and bad of the human resources system does not cause an increase and decrease in employee competitive advantage. Thus hypothesis 1 (H1) which proposes that the HR system has a positive and significant effect on employee competitive advantage, is declared "rejected".

This research was conducted in a post-covid-19 pandemic recovery situation, the HR management of retail companies was preoccupied with the situation of employee positioning after the business was closed for a long time. Some employees can still rejoin, but there are also those who have not joined the company anymore. Company management prioritizes rejoining employees who have been able to contribute significantly to the company. When company management calls back employees to join after the covid-19 pandemic, this is a form of appreciation given to these employees. Employees who work again certainly already know the human resources system in the company, so they can easily carry out their work, so they have better competitiveness.

The results of this study are in line with the results of research obtained by Tabouli et al. (2016), Sabarwal (2014), Chelimoy (2017), Anosh et al. (2014), and Pahuja (2017), that the human resources system has no effect on employee competitive advantage.

5.2. The effect of human resources system on human resources scorecard

Based on the results of data analysis, it is found that the human resources system has a positive and significant effect on the human resources scorecard. This result means that the better the human resources system, the more it will improve the human resources scorecard. Thus hypothesis 2 (H2) which proposes that the HR system has a positive and significant effect on employee competitive advantage, is declared "accepted".

The existence of a human resources system is a guideline for employees to work according to company goals. The company's vision and mission provide direction in company operations, corporate culture provides a good work pattern as an employee, while company regulations provide guidance in carrying out the assigned tasks.

The results of this study support previous research conducted by Hazra et al. (2013), Mehmood (2017), Thomas et al. (2016), Inanlou and Ahn (2017), Mahmood and Rehman (2016), Katoua and Budhwar (2009), Al-Hakim et al. (2019), Cato and Gordon (2014), and Gile (2013) that the human resources system has a positive and significant effect on the human resources scorecard.

5.3. The effect of human resources scorecard on employee competitive advantage

Based on the results of data analysis, it is found that human resources scorecard has a positive and significant effect on employee competitive advantage. This result means that the more human resources scorecard increases, the more employee competitive advantage increases. Thus hypothesis 3 (H3) which proposes that human resources scorecard has a positive and significant effect on employee competitive advantage, is declared "accepted".

Human resources scorecard becomes a measure of employee performance, after covid-19 the company is very dependent on what is produced by employees. Employees with high performance, in addition to helping the company achieve its goals, will also increase the competitiveness of the employees themselves. Therefore, employees with a good human scorecard, cause their competitive ability to be good too.

The research results are in line with the research of Izuchukwu et al. (2014), Jassim (2014), Albrecht et al. (2015), Kariuki et al. (2014), Ling and Nasurdin (2010), Kocolu et al. (2009), Mehdi et al. (2019), Qehaja and Kutllovci (2013), Saha et al. (2011), Kuipers and Giurge (2016), and Martinson & Deleon (2016), who found that the human resources scorecard has a positive and significant effect on employee competitive advantage.

5.4. The role of human resources scorecard in mediating the effect of human resources system on employee competitive advantage

Based on the results of data analysis, it is found that the human resources scorecard is able to significantly mediate the influence of the human resources system on employee competitive advantage. This result means that a better human resources system will increase employee competitive advantage if it is also driven by an increase in the human resources scorecard. Thus hypothesis 4 (H4) which proposes that the human resources scorecard plays a significant role in mediating the influence of the human resources system on employee competitive advantage, is declared "accepted".

Retail company groups in Bali that have a good human resources system make it easier for company management to manage their employees. This result certainly encourages employees to work better because there are clear signs. If this happens, employees will perform better, so the human resources scorecard portrait will look good. Finally, this all leads to the competitive advantage of employees.

The results of research by Hazra et al. (2013), Demo et al. (2012), Mahmood and Rehman (2016), Katoua and Budhwar (2009), Al-Hakim et al. (2019), Abdullah et al. (2017), Almuslamani & Dau (2018), Shaari (2019), and Lado and Wilson (1994) found that the human resources system affects employee competitive advantage through the human resources scorecard.

6. CONCLUSION AND SUGGESTIONS

Based on the discussion of the research results, the conclusions that can be drawn in this study are: Human resources system has no effect on employee competitive advantage. This result means that the good and bad of the human resources system does not cause an increase and decrease in employee competitive advantage. Human resources system has a positive and significant effect on human resources scorecard. This result means that the better the human resources system, the more it will improve the human resources scorecard. Human resources scorecard has a positive and significant effect on employee competitive advantage. These results mean that the more human resources scorecard increases, the more employee competitive advantage increases. Human resources scorecard is able to significantly play a role in mediating

the influence of the human resources system on employee competitive advantage. This result means that the better the human resources system, the better the employee competitive advantage if it is also encouraged by the improvement of the human resources scorecard.

Suggestions that can be conveyed in this study are: Corporate culture is the strongest indicator of the human resources system variable, so that the human resources system is getting better, it is necessary to strengthen the company culture. The customer perspective indicator is the strongest indicator of the human resources scorecard variable, so that to improve the human resources scorecard, it is necessary to improve employee performance in terms of its perspective on employees. The change agent indicator is the strongest indicator of the employee competitive advantage variable, therefore it is necessary to increase the understanding that employees are said to be change agents.

The implications of this research are: This research illustrates that the competitive advantage of employees will increase if the management of retail companies can make the human resources system better. The potential of employees must be fenced off with good HR regulations and corporate culture, as well as a clear vision of the company's mission. This research is useful for the development of strategic HR management in determining the goals to be achieved by a company. This research is useful for future researchers who will re-examine the competitive advantage of employees and be linked to the sustainability of HR management.

CONFLICTS OF INTEREST

The authors declares there is no conflict of interest.

FUNDING

None.

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