



Human Resource Development Strategy to Improve Employee Performance

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Abstract

The purpose of this research is to determine the extent to which human resource development strategies play a role in influencing employee performance in the criscok banana chips business. Data collection techniques employed in this article include direct observation and interviews with employees, culminating in the finding that human resource development strategies have an impact on employee performance. The research involved a total of 5 respondents, who were employees in the criscok banana chips business. The analysis used in this study was SWOT analysis. SWOT analysis is a method used to identify situations categorized as strengths, weaknesses, opportunities, and threats for a business. Conducting SWOT analysis is crucial for determining an appropriate strategy for the business. Based on the research findings, it is suggested that the appropriate alternative strategy to support human resource development for enhancing performance in the criscok banana chips business is by utilizing internal and external strategy indicators, namely S-O strategy (Strength Opportunity), W-O strategy (Weakness Opportunity), S-T strategy (Strength Threat), and W-T strategy (Weakness Threat)..

Keywords: Strategy, HR Development, Employee Performance, SWOT Analysis.

INTRODUCTION

The role of human resources is of utmost importance in an organization. The success of an entity in overcoming various challenges is not solely dependent on the performance of employees adhering to their job descriptions. Employees are expected to work optimally, not only fulfilling their job descriptions but also contributing extra, such as cooperation, teamwork, providing suggestions, active participation, and additional contributions to the organization (Ary et al., 2019). Without the presence of human resources or if the quality of human resources is insufficient, a company or organization may face difficulties in carrying out and operating its activities effectively (Efi and Supriyanto 2023). Therefore, company management can take steps to manage and nurture human resources by paying attention to the quality of employee performance as an effort to ensure the sustainability and success of company operations (Lestari et al., 2023). Human Resource Development (HRD) is a process that requires planning, time management, cost allocation, and well-programmed activities, as mentioned by (Wayne & Awad, 1981). The dimensions of HRD are extensive,

with the main goal of enhancing the potential of human resources, thus improving professionalism within an organization. In this context, according to (Handoko, 1998), HRD development programs are expected to improve the efficiency and effectiveness of employee work in achieving set work goals.

Human Resource Performance (HRP) refers to an individual's work results, both in terms of quality and quantity, achieved by employees in carrying out tasks according to the responsibilities assigned (Mangkunegara, 2016). Improving employee performance is considered to have a positive impact on the company, where employees with good and optimal performance can contribute positively to achieving company goals (Supriyanto et al. 2023). This is crucial considering that a company's resources are limited. Therefore, companies are faced with the demand to empower and optimize the use of their human resources to maintain the company's survival (Jamaluddin & Pancasakti, 2021).

Motivation plays a crucial role in an employee's performance (Supriyanto 2022). A motivated employee tends to have high work enthusiasm, while conversely, employees with low motivation often show discomfort and dissatisfaction with their work. This can lead to a significant decline in performance, and if left unaddressed, company goals can become challenging to achieve. Human resources are one of the main factors in economic change, where the creation of high-quality human resources with skills and high competitiveness is crucial in facing often overlooked competition. The presence of quality human resources is vital in all aspects of life, considering that the success or failure of an organization or company heavily depends on the quality of its human resources (Tirtayasa, 2020).

Entrepreneurship, on the other hand, encompasses creative and innovative abilities that form the basis for seeking opportunities toward success (Setiawan and Supriyanto 2023); (Tyas and Supriyanto 2022). New and different things are considered as added value for products and services, becoming a source of advantages that can be turned into opportunities. Entrepreneurship requires the ability to create added value in the market through the management of resources in new and different ways. Entrepreneurs, as participants in entrepreneurial activities, possess strong motivation, a calling, perception, and emotions that are closely related to values, attitudes, and behaviors as outstanding human beings.

One promising business from bananas is banana chips production. Banana chips are processed products with a good economic value in the national market. Additionally, banana chips can be a distinctive souvenir from Palu City, providing significant added value to boost the income of the managing company (Kapetpalapas, 2009). One business player in this field is Cripscok

Banana Chips, operating in Palu City. The products from this business offer innovations with various flavors such as chocolate, tiramisu, matcha, and chili. This business involves five employees in its operations. Cripscok Banana Chips continues to develop strategies for ongoing growth and optimal performance quality. Initial survey results revealed several issues within this business, particularly related to human resources. According to interviews with employees, the main problem is a lack of discipline, such as frequent tardiness, which affects the smooth running of operations. Therefore, new ideas and thoughts are needed to improve performance quality, competitiveness, and sales. Based on this background, the research problem in this study is how human resource development strategies can improve employee performance in Cripscok Banana Chips business. With this research problem in mind, the research objective is to identify and analyze human resource management development strategies that can enhance employee performance in the Cripscok banana chips business.

LITERATURE REVIEW

Strategy

The term "strategy" or "strategos" has its origin in the Greek language, which carries the meaning of "general" or is defined as something related to top management in an organization. According to the American Heritage Dictionary (1976), strategy refers to the "science or art of military command applied to overall planning and the conduct of combat operations," or it can also be interpreted as a "plan of action derived from the practice of knowledge."

Strategy serves as the long-term goals of a company, involving the utilization and allocation of resources essential to achieving those goals. Strategic management, as stated by (Aristana et al., 2022), is the responsibility of managers to develop organizational strategies. Hamel and Pharalad, as expressed by (Tania, 2018), explain that strategy is an ongoing and continuously improving action based on the perspective of what customers expect in the future. Thus, strategy is not only reactive but also proactive in meeting customer expectations in the times to come.

Human Resource Development

Employee or human resource development is a process of refreshing, developing, and enhancing the abilities, skills, talents, interests, and behaviors of employees (Riana et al., 2020). In the context of human resource development, it is the process of refreshing and developing employees' abilities in their work. It also involves equipping them with various skills for performing specific tasks. Human resource development aims to uncover employees' genuine interests and talents and to transform their behavior according to the company's desired outcomes (Kasmir, 2016). According to (Priansa, 2014), human resource development can be understood as preparing

individual employees to assume different or higher responsibilities within the organization (Aristana, Junipisa, et al., 2021).

Human Resource Performance

Human resource performance can be interpreted as work achievement. According to (Mangkunegara, 2016), "Employee performance (job performance) is the qualitative and quantitative result achieved by an employee in performing their tasks in accordance with the responsibilities assigned to them." This is further refined by (Mangkunegara, 2016), concluding that "Human Resource Performance or Job Performance is the work or output, both in terms of quality and quantity, achieved by human resources at a given time in carrying out their work tasks in accordance with the responsibilities assigned."

SWOT Analysis

SWOT stands for the internal environment (Strengths and Weaknesses) and the external environment (Opportunities and Threats) faced in the business world, as explained by Rangkuty (2018). SWOT analysis compares external factors, Opportunities and Threats, with internal factors, Strengths and Weaknesses. According to (Nur'aini, 2016), SWOT analysis serves as an instrument for systematically identifying factors used to formulate company strategies. (Jeni, 2017) explains that the SWOT acronym covers Strengths, Weaknesses, Opportunities, and Threats. SWOT becomes a model for analyzing organizations, both profit-oriented and non-profit, with the main goal of comprehensively understanding the organization's condition. According to (Cahyono, 2016), SWOT analysis is a strategic planning method used to evaluate the strengths, weaknesses, opportunities, and threats faced by an organization or company. Through this analysis, companies can identify internal and external factors influencing their performance and strategic position in the market. Thus, SWOT analysis becomes a crucial tool in developing appropriate and sustainable business strategies.

RESEARCH METHODS

This research adopts a qualitative method with a descriptive qualitative approach. Within the framework of descriptive research, there is no treatment, manipulation, or changes applied to the variables under focus; instead, the research aims to depict the actual conditions. The primary focus of this study is on human resource development strategies and their impact on performance, analyzed using the SWOT analysis approach. The research was conducted at Cripscok banana chips business located on Jl. Tanjung Tururuka Lorong Mutiara, Palu city, Central Sulawesi.

Data sources were obtained through two main data collection methods: observation (direct observation) and interviews. Observation was conducted to directly observe the conditions and dynamics in the Cripscok banana chips

business environment. Meanwhile, interviews were conducted to obtain more in-depth information regarding human resource development strategies and their impact on employee performance in the context of the business. Data collected from these two methods are expected to provide a comprehensive and accurate overview to support the analysis of human resource development strategies and their impact on employee performance in the Cripscok banana chips business.

RESULT AND DISCUSSION

SWOT Analysis for Employee Performance Improvement at Cripscok Banana Chips Business is identified from various factors systematically to formulate business strategies. This analysis is based on a logic that can maximize strengths and opportunities while collectively minimizing weaknesses and threats (Marpaung, Lestari, & Sari, 2021). In identifying the internal environment, including strengths and weaknesses, and the external environment, including opportunities and threats, at the Cripscok banana chips business, data on human resource management strategies to improve employee performance are presented.

Benefits of SWOT Analysis

Bilung (2016) states that the benefits derived from SWOT analysis include: a. Serving as a guide for companies to develop various strategic policies related to plans and implementations in the future. b. Becoming an evaluation material for strategic policies and planning systems of a company. c. Providing challenges for ideas to the company's management. d. Offering information about the company's condition.

Factors Influencing SWOT

To conduct a more in-depth SWOT analysis, attention should be given to external and internal factors as an integral part of SWOT analysis. External factors play a crucial role in shaping Opportunities and Threats (O and T). These factors encompass conditions occurring outside the company and can influence the company's decision-making. The scope involves factors such as the industry environment, macro business conditions, economic, political, legal, technological, demographic, and socio-cultural aspects. Meanwhile, internal factors influence the formation of Strengths and Weaknesses (S and W). These factors are related to conditions within the company and can affect the company's decision-making process. Internal factors encompass various management functions, such as marketing, finance, operations, human resources, research and development, management information systems, and company culture.

By understanding these two factors, the SWOT analysis can provide a more comprehensive picture of the company's position in the market. Carefully

examining these factors helps the company leverage existing opportunities, address potential challenges, optimize internal strengths, and overcome existing weaknesses. Thus, SWOT analysis becomes an effective tool in formulating company strategies to achieve competitive advantage and sustainable growth.

SO Strategy (Strength Opportunity)

The Strength-Opportunity (SO) strategy pursued by the Cripscok banana chips business is based on the company's vision to utilize its internal strengths to create and optimize opportunities as much as possible. First, the company plans to implement Promotion Media Development as the initial step in implementing this strategy. The success of this effort will be supported by the company's strength in having a workforce with the potential to creatively develop promotional media for products. By harnessing the creativity and expertise of the promotional team, the company hopes to create an effective promotional campaign to enhance product visibility in the market. Next, in the effort to determine Pricing Based on Material Availability, the company will adjust product prices based on the availability of easily obtainable raw materials. This step is expected to ensure the sustainability of raw material supply while providing a competitive advantage through competitive pricing. With this strategy, the company can ensure the availability of affordable products for consumers.

Finally, focusing on the creation of Quality Products with Affordable Prices and Flavor Variants is another strategy. The company will offer banana chips with affordable prices, good quality, and various flavor variants. The presence of attractive flavor variants, combined with the use of natural ingredients without preservatives, is expected to be a significant added value. This strategy aims to attract attention and meet consumer needs, opening opportunities to reach a broader market segment. Thus, the SO strategy serves as a guide for the Cripscok banana chips business to maximize its internal potential in facing market opportunities.

By implementing this strategy, the company has a significant opportunity to optimize its internal strengths to capture the available market. Product differentiation will be a special attraction that sets Cripscok banana chips apart from its competitors. By introducing innovation and superior quality, the company can attract consumer attention, build a positive image in the market, enhance competitiveness in the banana chips industry, solidify its market leader position, and contribute positively to overall business growth and sustainability. Thus, the company will be better prepared to face competition in the dynamic market and provide significant added value to customers.

ST Strategy (Strength Threat)

The ST strategy is a step taken by the Cripscok banana chips business, utilizing internal strengths to overcome potential threats in the market. Firstly, the company focuses on maintaining its products that are free from preservatives, affordable, and offer various flavor variants. This approach enables the company to respond to dynamic changes in consumer preferences, maintaining the attractiveness of its products in the market. Secondly, obtaining a halal certificate is one of the strategies adopted by the company to compete with similar products. The sustainability of this halal certificate not only addresses the increasing consumer demand for halal products but also provides trust and a competitive advantage in the market. Thus, the ST strategy is expected to maintain and enhance the competitiveness of the Cripscok banana chips business in facing potential threats in the market environment.

WO Strategy (Weakness Opportunity)

The WO strategy is applied by CV. Kori Dewata Karya with the aim of utilizing existing opportunities in the market while addressing its weaknesses. Firstly, the company decides to run production consistently by utilizing the ease of obtaining readily available raw materials. This step is taken to ensure the consistent availability of raw materials, enabling smooth production to meet market demand without supply constraints. Secondly, the company focuses on upgrading equipment and production processes using machinery. This is done to improve production efficiency, optimize capacity, and create a larger market demand. By combining the advantages of using easily obtainable raw materials and improving production infrastructure, CV. Kori Dewata Karya hopes to maximize existing opportunities in the market and address internal weaknesses.

WT Strategy (Weakness Threat)

CV. Kori Dewata Karya implements the WT strategy with a focus on defensive actions to minimize internal weaknesses and avoid potential external threats. Firstly, the company strives to optimize inadequate equipment and enhance manual production processes. The goal of this step is to address competition with similar products in the market. With more efficient equipment and improved production processes, this business can enhance product quality and responsiveness to market needs. Secondly, the company focuses on product innovation to prevent easy imitation and ensure product durability, enhancing consumer purchasing power. Thus, CV. Kori Dewata Karya aims to maintain and strengthen its position in the market through a defensive strategy that includes operational improvement and product innovation.

CONCLUSION

From the results of this study, it is concluded that the human resource development strategy to enhance performance at the Cripscok banana chips

business is implemented with a maximal approach to strengths and opportunities, both internally and externally sourced, while minimizing obstacles and threats, both internally and externally. The SWOT analysis conducted indicates that the company's position has strengths and opportunities. Therefore, the recommended strategy is to support aggressive growth or optimize progressive opportunities. In principle, this strategy emphasizes growth focused on improving employee performance by taking advantage of a large market segment and business functions. The focus is on enhancing efficiency across operational areas to improve performance and achieve greater profits. This strategy is an effort to make the most of existing positive conditions while facing potential challenges and risks, with the primary goal of achieving sustainable growth in the Cripscok banana chips business.

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