

Research Article

Human Resource Development Strategy in the Beef Industry at CV Sakha Muria, Depok, West Java, Indonesia

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ABSTRACT

CV Sakha Muria, a beef distribution enterprise, has established a robust presence across Java. This research endeavors to delineate and scrutinize the principal determinants of the company, as well as to delineate priority strategies. Employing a descriptive method with a mixed-method approach, primary data was gathered through interviews and questionnaires, supplemented by secondary data extracted from pertinent academic journals and BPS datasets. Purposive sampling was employed, with a sample size of 19 individuals. Data analysis entailed the utilization of the Internal Factors Evaluation (IFE) Matrix, External Factors Evaluation (EFE) Matrix, Internal-External (IE) Matrix, SWOT Matrix, and QSPM Matrix. Findings indicate that the primary internal factor facilitating the work process of employees is the company's facilities, scoring 0.63, while the predominant external factor is the establishment of robust inter-company cooperation, scoring 0.61. The IE Matrix positions the company at V (2.95, 2.93), suggesting a stance of preservation and maintenance. SWOT analysis reveals the company's commitment to skill development, recruitment of technologically literate and highly motivated employees, and ongoing enhancements to the compensation system to sustain employee attraction. Additionally, the company entrusts experienced personnel with supervisory roles, establishes specialized teams to monitor regulatory changes, and mitigate their impact on employee management costs and procedures. The prioritized strategy, as per the QSPM Matrix with a value of STAS (6.95), underscores the imperative of enhancing employee skills in alignment with market dynamics and adapting to regulatory shifts or policy changes.

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INTRODUCTION

Agribusiness encompasses profit-oriented activities within the agricultural domain. Ibrahim (2022) delineates agribusiness into three interdependent sectors: input, production (on-farm), and output sectors, each contributing to the economic landscape. Among the prominent sectors within the Indonesian agribusiness realm is animal science, particularly focusing on livestock commodities rich in animal protein, crucial for meeting the nation's nutritional demands. Beef, derived from livestock, is characterized by its high water content and diverse nutrient profile, including protein, fat, minerals, and minimal carbohydrates. This nutrient composition renders

beef conducive to bacterial proliferation and susceptible to spoilage (Ramang, 2021).

According to Badan Pusat Statistik (2019), findings from the survey on beef trade distribution reveal a notable 23.40% increase in beef prices from producers to ultimate consumers in the region of West Java. The parties engaged in this trade encompass producers who supply beef to distributors, wholesalers, retailers, and directly to end consumers. Data sourced from Badan Pusat Statistik of West Java (2022) indicates that Depok, in 2022, yielded 6,099,827 kilograms of beef, solidifying its position as one of the most consistent beef producers within West Java's domain. As demographic growth continues alongside enhancements in living standards, there emerges a discernible shift in consumer preferences, particularly regarding the quality of food. Fresh beef is characterized by its vibrant red hue, a distinct aroma evocative of freshness, and a resilient texture, which, when subjected to brief pressure, promptly reverts to its original form (Ibrahim, 2022).

CV Sakha Muria, owned by Ludy Sulistyono, operates as a beef distribution enterprise situated in Depok, West Java. The company vends beef via online marketplaces (such as Tokopedia and Shopee) and WhatsApp, facilitating direct deliveries from its warehouse and procurement outlets. Typically, shipments extend to various resellers across Java Island, encompassing locations like Surabaya, Jogjakarta, Semarang, Solo, alongside eateries in Bekasi and Cibubur. Notably, CV Sakha Muria maintains outlets in Depok (West Java), Pati, and Kudus (Central Java). Adhering to company protocols, including the utilization of protective gear such as gloves, hats, and masks, ensures both product hygiene and worker safety during the production process and storage activities. The company's prosperity hinges significantly on the caliber of its Human Resources (HR). Through a comprehensive analysis of HR performance, strategies for HR development can be tailored to suit prevailing circumstances and exigencies. Guided by the company's vision and mission, HR endeavors to fulfill its duties and responsibilities, thereby fostering employee performance congruent with corporate objectives (Ningrum et al., 2020).

The challenges encountered encompass various issues including discrepancies in inventory management arising from inadequate vigilance among staff leading to undetected goods during both receiving and shipping processes, inaccuracies in meat inventory calculations and recordings within the warehouse attributable to human error, and instances of data manipulation perpetrated by certain unscrupulous employees of CV Sakha Muria. Noteworthy instances of data falsification, such as stock reductions occurring in preceding months, came to light in March following suspicions raised. This arose partly due to the delegation of access to modify product availability to cashier administrators by the proprietor, thereby impacting warehouse stock records. Those implicated in these falsification activities include supervisors and cashier administrators lacking integration. Supervisors, owing to their supervisory responsibilities, bear accountability in this matter, necessitating the proprietor to terminate the employment of certain individuals. The identified issues within CV Sakha Muria hold the potential to incur financial losses, impeding the advancement and expansion of the beef distribution enterprise. Human Resource Development (HRD) serves as a strategic initiative aimed at enhancing employee competencies through educational interventions, training programs, and ongoing professional development endeavors, crucial for fostering sustained employee effectiveness within an enduring cycle (Umam and Atho'llah, 2021).

The objectives of this study, as delineated previously, encompass the identification and analysis of strategies, alongside the determination of priority strategies conducive to the development of human resources within the beef business domain of CV Sakha Muria, located in Depok, West Java.

Corresponding research conducted by Wahyunawati in 2023, titled "*Penggunaan Matriks SWOT Dan QSPM Dalam Menentukan Strategi Pengembangan Kompetensi Karyawan PT Ketapang Subur Lestari* (The Use of SWOT and QSPM Matrix in Determining Employee Competency Development Strategy at PT Ketapang Subur Lestari)", aimed to scrutinize internal and external factors while formulating optimal human resources development strategies. Employing analytical tools such as the Internal Factory Analysis Summary (IFAS) Matrix, External Factory Analysis Summary (EFAS) Matrix, Internal External (IE) Matrix, SWOT Matrix, and QSPM Matrix, the researcher concluded that (1) strengths predominated over weaknesses in the IFAS, (2) opportunities outweighed threats in the EFAS, and (3) an appropriate strategy entailed human resource management interventions, encompassing training and development initiatives aimed at enhancing and cultivating employee competencies across all domains, thereby enhancing company performance and profitability.

METHOD

This investigation spanned from September to November 2023, with the research site situated at CV Sakha Muria, positioned at Jl. Access UI No. 99, Gang Bakti RT/02 RW/09, Kelapa Dua, Cimanggis, Depok, West

Java. CV Sakha Muria was selected as the research site due to its consistent product sales across diverse marketplaces and endeavors towards innovative product development. The utilization of marketplaces by CV Sakha Muria facilitates access to pertinent information and data, thereby aiding in determining the company's targeted market segment.

A purposive sampling technique was employed, wherein samples were deliberately selected based on specific considerations, including individuals deemed to possess a comprehensive understanding of the topics under investigation (Sugiyono, 2015).

The research methodology adopted herein is descriptive, employing a mixed-method approach. Descriptive methodology entails compiling structured explanations, illustrations, or depictions based on systematically collected, accurate, and objective facts concerning various aspects, characteristics, and interactions of the phenomena analyzed. The mixed method approach combines both quantitative research methods. Qualitative techniques are used to outline and identify external factors well as to conduct a SWOT analysis. On the hand quantitative methods, such, as the IFE Matrix, EFE Matrix, IE Matrix and QSPM are used to develop and prioritize human resource development strategies within the beef industry context of CV Sakha Muria, in Depok, West Java.

Data utilized comprises both primary and secondary sources. Primary data is garnered from interviews, questionnaire completion, and field observations conducted at CV Sakha Muria, ensuring alignment with prevailing conditions and environmental contexts. Secondary data is obtained through literature review, electronic media, and documentation. Internal sources consist of 15 CV Sakha Muria employees, while external sources comprise one expert and three partners associated with CV Sakha Muria.

Data analysis is conducted qualitatively and quantitatively. Qualitative analysis entails data presentation via visuals, tables, and descriptive accounts. Quantitative analysis involves processing data using the IFE matrix, EFE matrix, IE matrix, SWOT matrix, and QSPM matrix.

The IFE and EFE matrices are utilized to identify and calculate internal and external factors, employing a congruent matrix methodology. Subsequently, the IE matrix is employed to delineate strategy arrangements across nine cells, based on outcomes derived from the IFE and EFE matrices. The SWOT matrix serves as a pivotal tool supporting the development of four types of managerial strategies, yielding four alternative strategy options: SO (Strengths-Opportunities), WO (Weaknesses-Opportunities), ST (Strengths-Threats), and WT (Weaknesses-Threats) strategies (David & David, 2016).

The decision-making stage in determining priority strategy utilizes the QSPM (Quantitative Strategic Planning Matrix) matrix, a technique elucidating appropriate or optimal strategic alternatives for the company, as posited by David and David (2016). The QSPM matrix incorporates alternative strategies derived from SWOT matrix analysis within its top row.

RESULTS AND DISCUSSION

The data collected via direct interviews and questionnaire responses from a total of 19 participants were utilized to construct IFE and EFE matrices, showcasing the weighted and rated outcomes. Subsequently, the IE and SWOT matrices were formulated based on internal and external assessments, incorporating data sourced from respondent questionnaires. The QSPM matrix was derived from the evaluation of alternative strategies generated by the SWOT matrix.

Internal and external factors identified from observations and interviews regarding human resource development strategies within the beef business context of CV Sakha Muria in Depok, West Java are delineated as follows:

Internal factors include:

a. Strength

1) The compensation or reward system provides employees with satisfaction.

In an interview session, Mr. Ludy, the proprietor of CV Sakha Muria, affirmed that employee satisfaction derived from the compensation or rewards provided by the company for performance is a pivotal factor in the workplace. He stated that:

"The salary structure within our company aligns with industry standards; nonetheless, additional compensation is provided for office and production staff at a rate of IDR 15,000 per hour for overtime, whereas drivers receive remuneration ranging from IDR 35,000 to 40,000." Regular events such as dinners, outings, and family

gatherings are arranged to foster staff satisfaction and well-being. At our annual family reunion, accolades are conferred upon two individuals based on criteria including attendance, performance, enthusiasm, and integrity. These awards typically take the form of cell phones and other items”.

Yesabella and Nugroho (2023) define employee work satisfaction as an individual's perception of their employment, encapsulating both favorable and unfavorable attitudes alongside feelings of contentment or discontentment. Job satisfaction correlates positively with performance, thus fostering increased productivity among satisfied employees. An organization's reward system can significantly affect employee satisfaction. Company compensation provides both monetary and non-monetary incentives to employees in recognition of their contributions towards achieving organizational goals.

2) Company facilities support employee work processes.

The infrastructure owned by CV Sakha Muria is fully equipped with a warehouse containing production equipment and well-maintained shipping transportation. Additionally, the office conditions are sufficient to support employee performance. Adequate housing facilities have also been provided for employee comfort. Risma, the finance accounting representative of CV Sakha Muria, confirms this.

"The infrastructure offered is satisfactory. I frequently encounter manufacturing and storage equipment, such as freezers and cold storage, that are meticulously maintained after usage. When I wish to leave home, I see that the workplace is clean and orderly. Other amenities, such as the mess, are also useful for friends who work far from town. The only item that could be improved is the office computer, which needs to be updated because it occasionally fails to log into the system."

The workplace environment at CV Sakha Muria offers excellent facilities that not only streamline the work process but also boost employee motivation and productivity. This robust infrastructure of CV Sakha Muria can contribute to attracting and retaining employees, while also fostering a dynamic and innovative work environment within the company. According to Jones and Smith (2021), company facilities such as advanced technology, training, and a comfortable work environment can significantly enhance employee productivity and efficiency.

3) Employees have high dedication and responsibility towards work

CV Sakha Muria possesses comprehensive facilities and infrastructure, including a well-maintained warehouse with production equipment and efficient shipping transportation. Additionally, the office circumstances are sufficient to enhance employee performance. Appropriate housing facilities have been provided to ensure staff comfort. This statement aligns with the remarks made by Risma, who serves as the finance accounting representative of CV Sakha Muria. The details are as follows:

"We are accustomed to holding a general meeting once a month to evaluate for any misconduct and provide an early warning, so that they are more enthusiastic and energetic at work." I normally evaluate employees based on attendance, performance levels, employee enthusiasm, and honesty”.

Triaji, storage manager at CV Sakha Muria, stated in an interview that:

"I'm still learning to improvise because this is a new field for me. For me, having to memorise several varieties of meat stands out. The review is intended to boost morale and correct my weaknesses so that I may be more excited at work”.

The employees at CV Sakha Muria demonstrate an outstanding level of dedication and responsibility towards their work. The company's evaluations frequently enhance employee excitement, leading to increased discipline, diligence, and thoroughness in their job. Employee reactions to evaluations differ.

4) Employees have relevant skills to their duties and responsibilities in the company.

The employees of CV Sakha Muria possess individual abilities, perform specific activities, and bear distinct obligations. Employees possessing pertinent abilities are generally more adept at performing their tasks effectively. Acquiring pertinent skills can enhance efficiency, effectiveness, and contentment in the workplace. This is in accordance with the interview carried out with Mr. Ludy, the owner of CV Sakha Muria:

"Employees are allocated specific job roles based on their individual competencies. Task assignments are structured in alignment with the duties and responsibilities delineated during the employee recruitment process. Job roles and responsibilities are clearly communicated to candidates during recruitment, with preference given to experienced individuals; however, lack of experience is not a hindrance as employees comprehend their tasks upon commencement of duties".

During the interview, Joko Santoso, a warehouse employee at CV Sakha Muria, stated:

"As a warehouse staff member, my duties and responsibilities encompass various tasks including production, packaging, storage, and equipment maintenance, all assigned by Mr. Ludy. Over time, I have acquired a comprehensive understanding of these responsibilities."

The employees at CV Sakha Muria demonstrate a high level of expertise that closely corresponds to their job duties and responsibilities. Their skills extend beyond a deep understanding of the beef industry to include proficient operational capabilities, encompassing precise techniques in cutting, categorizing, and distributing beef. Such competencies enable employees to perform their tasks efficiently, ensuring optimal quality throughout the distribution process. Anderson and Brown (2022) observed a positive correlation between employees possessing requisite skills and the company's ability to achieve its objectives.

b. Weakness

1) Lack of direct supervision during implementation

Insufficient supervision can result in several issues, including decreased efficiency and frequent mistakes. Product delivery mistakes have been observed in CV Sakha Muria, which might be attributed to a lack of supervision. The following is an interview conducted with Mr. Ludy, the owner of CV Sakha Muria:

"I still make mistakes, such as a lack of supervision and an absence in communication between office and warehouse staff regarding meat stocks. Sometimes there is a misunderstanding in coordinating with the cashier administration to adjust the special promotional price of products that are approaching their expiration date. Other incidents include supervisors falsifying data and collaborating with store staff to make two original and phony reports".

Khurotin (2018) elucidates that the primary purpose of supervision is to oversee and control company operations, ensuring that work actions align with the organization's strategic aims. The purpose of the supervision is to study errors that arise to find a solution for the company's goal.

2) A small number of employees demonstrates less thoroughness or attentiveness in their work.

The employees of CV Sakha Muria continue to make several recurring errors. An often recurring error committed by certain employees is the absence of thoroughness or carelessness. This can have a significant impact on production, as well as affect the firm owner's trust in employees. Aji highlighted the common errors that frequently arise at CV Sakha Muria during the interviews as follow:

"Mistakes that happen in this company include inaccurate product weighing and some product stockpiles being empty at times. These are the only little errors that frequently occur in this company."

Employees at CV Sakha Muria demonstrating insufficient attention to detail and negligence in their duties may jeopardize product quality and overall company operations. Those lacking thoroughness may overlook critical tasks such as product sorting, inaccurate weighing, and inadequate monitoring of storage conditions.

Patel and Sharma (2020) contend that improving employees' diligence and attentiveness in task execution is imperative for enhancing workplace productivity.

3) Standard Operating Procedures (SOPs) have not been fully implemented.

CV Sakha Muria has developed Standard Operating Procedures (SOPs) created by the owner. While these SOPs have been implemented by employees, full compliance has not yet been achieved. An interview with Mr. Ludy, the owner, provides further insight:

"Standard Operating Procedures (SOPs) have been meticulously developed to ensure optimal warehouse management. These include maintaining a consistently clean environment in the warehouse, as it serves as a crucial production space. While uniforms are not strictly mandatory for warehouse employees, they are required for store employees. Additionally, warehouse employees are required to maintain punctual attendance using fingerprint recognition, while store employees utilize their respective cellphones for attendance tracking. Furthermore, meticulous records are kept tracking incoming and outgoing goods. The currently established Standard Operating Procedures (SOPs) should be evaluated as achieving a rating of 70-80 out of 100".

Nikmah and Pratama (2023) elaborate on the necessity of ensuring optimal company operations by ensuring that each unit delivers its best performance and adheres to well-established Standard Operating Procedures (SOPs). SOPs serve as essential guides for individuals in completing specific tasks, acting as references for experienced personnel and training materials for new hires. Additionally, SOPs play a vital role in the performance evaluation process and offer various other benefits.

4) A small number of employees experience a lack of motivation at work.

A limited number of employees at CV Sakha Muria have the challenge of maintaining their motivation to fulfill their employment duties and responsibilities. Although the organization attempts to establish a conducive atmosphere, there are occasional individual factors affecting the amount of worker motivation. Risma, in her capacity as finance accounting, clarified various reasons for this during the interview:

"One of the most common challenges is collecting payments from difficult-to-pay clients. They become upset when I call them because they can't pay their bills. At times, I must suppress my emotional reactions to meet the demands of the role. However, I remain motivated by the aspiration to support my parents in meeting their needs and fostering personal enthusiasm."

The company owner plays a crucial role in demonstrating strong commitment to creating inspiration for employees in the face of challenges. Effective communication is a means of fostering staff morale. Mr. Ludy, the owner of CV Sakha Muria, mentioned this:

"Challenges with this company include decreased sales during the last three months. We evaluated the store, stock availability, why few resellers purchase our products, selling pricing difficulties, and other factors. Every employee has a big influence. As a result, we sometimes perform weekly evaluations by discussing, offering directions, and motivating employees to ensure that there are no problems in this organization."

Onsardi (2020) highlights motivation as a pivotal factor that instigates individuals to participate in particular activities. As such, motivation is widely regarded as a significant driving force shaping an individual's behavior.

The external factors consist of:

a. Opportunity

1) The establishment of a good cooperation between companies.

Establishing effective collaboration between companies stands as a pivotal determinant of success for CV Sakha Muria, operating within the meat distribution industry. Such collaboration forms a fundamental cornerstone in establishing a prosperous and enduring business network. The robust collaboration between CV Sakha Muria and Mr. Abu, functioning as a reseller, exemplifies this principle, as evidenced by the following:

"I get along well with the owner of CV Sakha Muria. It began with a consumer reselling CV Sakha Muria items. The owner of CV Sakha Muria noticed my regular purchases within two months, thus I was added to his reseller group".

Another interview conducted with Yusuf as a reseller with the business named "Master Daging" revealed:

"I have an excellent relationship with Mr. Ludy (owner of CV Sakha Muria), and we've been working together since 2019. It's been a long time since I'm getting more benefits, such as competitive pricing."

An effective collaboration can foster an ongoing flow of information, yielding advantages for all stakeholders and the potential for a long-lasting corporate venture. CV Sakha Muria works together with multiple resellers to actively contribute to the sustainability of the beef industry. According to Anderson and Johnson's (2022) research, effective collaboration among companies is crucial for overcoming current business issues, fostering a mutually advantageous environment, and enhancing their collective market position.

2) High consumer trust in the company

The solid basis for upholding the company's reputation and image is in the high level of consumer trust in CV Sakha Muria. Consumers consider the beef provided by CV Sakha Muria as being of superior quality and safety, meeting demanding criteria. According to Sandiaji, the owner of Kita Steamboat and Yakiniku Restaurant, claims:

"The beef's price and quality of CV Sakha Muria have been carefully maintained. Furthermore, Mas Ludy (owner of CV Sakha Muria) has excellent sales and communication skills, therefore I always purchase meat stock from them."

In addition to the quality of the products sold, there is also efficient service and good communication. Yusuf as a reseller of CV Sakha Muria revealed the following:

"So far, the products offered have a good quality. Furthermore, the services offered are problem-free; they limit errors by being careful and meticulous with consumers, including us, who continue experiencing good service."

The high level of consumer trust in beef distributor companies derives from the company's consistent in providing high-quality products and satisfying services. Ensuring transparency regarding the source and manufacturing process of beef is crucial for building customer trust. Patel and Sharma (2022) assert that a high level of consumer trust significantly contributes to positive performance and the delivery of consistent, high-quality service by the company.

3) Experienced employees are a valuable asset in dealing with the high-demand labor market.

Experienced employees in the meat distribution industry may greatly contribute to the management of supply chains, assuring the availability of products, and upholding quality standards. According to Mr. Ludy, the owner of CV Sakha Muria, the following is an explanation:

"Effective employee management, clear assignment of tasks and responsibilities, and exposure to challenges are critical factors in the company's success. These factors are required for employees to obtain important experience and improve professionally, preparing them for future advancement within the company".

The insights gathered from the interview with Indah Desti Restiana, the Director of PT Dua Putra Perkasa Pratama, underscore the significance of experienced employees as valuable assets.

"Experienced employees in related fields have a competitive advantage in the professional world. Such employees typically display an excellent comprehension of their jobs and responsibilities, as well as confidence in their skill sets. Employers frequently seek experienced employees in specialized disciplines, emphasizing the value of experienced employees in the workplace".

Observations carried out at CV Sakha Muria indicate that employees demonstrate a high level of competence in carrying out their assigned duties. They demonstrate proficiency in product organization, timely distribution, and efficient management of consumer inquiries or complaints. Johnson and Williams (2022) conducted research that demonstrates the significant value of experienced employees for companies, especially during times of increased demand in the labor market. The positive effect that employee competence and knowledge have on organizational performance is the reason for this attribution.\

4) Technological advancements, including digital collaboration tools, have the potential to enhance employee productivity.

Using digital collaboration tools has been proven to increase staff productivity. These tools work as intermediaries for communication and interaction between owner and employees, as demonstrated by platforms like Zoom, which optimize weekly performance evaluations. During the interview, Anggie Retno, the administrative manager, provided further details about this matter.

"We always use WhatsApp groups to allow employees and owners to interact and communicate more effectively. The group can also serve as a source of up-to-date information, such as notifications regarding product price changes, stock availability, and upcoming promotions. Regarding attendance, employees in the warehouse utilize fingerprints, whereas employees at stores use their respective cellphones, which are recognized on the map. Every week or two, a Zoom meeting is held to address any issues that are impeding progress."

CV Sakha Muria can employ digital collaboration tools like WhatsApp groups and the Zoom application to streamline information dissemination and review processes. These technological platforms foster greater work flexibility and facilitate efficient communication channels between employees and management. This observation resonates with the conclusions drawn by Susanto and Utomo (2022), who highlight the positive impact of digital collaboration tools on enhancing employee productivity through the optimization of workflow processes and team communication.

b. Threat

1) Economic instability and market fluctuations can affect job stability and employee compensation.

Economic instability poses a significant challenge to companies, often necessitating adjustments to operating costs. In such scenarios, companies may face pressure to reduce expenses, potentially leading to measures such as salary cuts or constraints on salary increments for employees. Interviews were conducted with the company owner to explore this issue further:

"Our sales have fluctuated, and they have declined in the last three months, but we investigated what caused the problem. We are forced to lower the prices of the things we sell. We are looking for the greatest answer that will not affect this organisation, such as lowering staff compensation, and so on."

Market fluctuations within the meat industry result in unpredictable demand for products from CV Sakha Muria. Factors such as rising gasoline prices, increased meat supply expenses, and declining sales significantly impact the company. Permana and Wibowo (2022) emphasize that economic instability and market fluctuations profoundly affect job security and employee compensation. Changes in these conditions directly impact career sustainability and employee income levels.

2) Changes in employment-related government regulation or policy

New policies regarding adjustments in minimum wage and working hour provisions bear the potential to influence the operational cost framework of CV Sakha Muria. The enactment of new regulations within human resource management, encompassing employee termination protocols and training initiatives, can accelerate the accommodation to evolving facets of employee management. CV Sakha Muria adheres to its internal regulations, as delineated by its owner.

"Working in this company differs from working in state-owned companies in that it is a private company with greater flexibility. Employees in the warehouse work from 8 a.m. to 5 p.m. Meanwhile, the store's employees work eight-hour shifts. Although the salary does not match the Minimum Wage Standard (UMR), it is adequate for the employees' needs. Employees who will leave the warehouse need to find their replacement and provide training on the mechanics of working in this company until their replacements have a thorough knowledge."

CV Sakha Muria operates with its own set of regulations, setting it apart from state-owned companies. Policies concerning working hours, safety protocols, and remuneration have been meticulously enforced to align with labor mandates. The adept management of transparency and communication has fostered a thorough grasp of regulations, ensuring adherence and comprehension among stakeholders.

3) Job offers from competitor companies with better facilities for employees.

Competitor companies offering better and more favourable facilities for employees poses a threat to the company's ability to retain these employees. This situation poses a challenge for companies to effectively retain and inspire employees who are prone to relocation. Indah Desti Restiana, the Director of PT Dua Putra Perkasa Pratama, discussed the job offers from competitor companies that provide better facilities for employees during the interview.

"In addition to providing salaries and bonuses, companies must often have and provide adequate facilities for employees to work efficiently. These facilities must not only be useful, but also convenient for workers. Overall, facilities such as a comfortable workstation, a balanced workload, health care, and so on help employees focus on their work."

This viewpoint aligns with the research conducted by George and R. Jones (1996) as cited in Onsardi (2020). They found that salary and job satisfaction have a significant impact on employees' inclination to leave their current positions. Specifically, higher salaries tend to correlate with greater job satisfaction, which in turn reduces the desire to seek employment elsewhere. Conversely, lower salaries often result in lower job satisfaction, leading to a higher likelihood of employees wanting to leave their current company.

4) Employee well-being such as health and safety issues can negatively impact employee productivity

The presence of health and safety concerns within CV Sakha Muria can disrupt employee focus and productivity, consequently impacting overall efficiency. Specifically, the company has confronted health and safety challenges amid the COVID-19 pandemic, resulting in decreased demand for meat products and adversely affecting its operational performance.

Workplace accidents, unforeseen by employees, exert a significant influence not only on individual well-being but also on the uninterrupted flow of company operations. Effective management of such incidents is not solely the responsibility of the organization but is paramount for maintaining a safe work environment and enhancing employee productivity. The proprietor of CV Sakha Muria disclosed the subsequent incidents experienced by the employees:

"One of the accidents experienced by employees occurred while a driver was delivering items to a customer. The car he was driving was damaged owing to a lack of care while driving. Despite the material loss, the driver remains in fine condition. Other mishaps that occurred were minor, such as burning cables and other little items. I often advise other colleagues to work cautiously to avoid future accidents."

Another interview with Indah Desti Restiana, as Director of PT Dua Putra Perkasa Pratama, explained about health and safety as follows:

"Worker health and safety are critical to increasing employee productivity. Companies must provide health care services, such as Social Security Insurance (BPJS), which our company has given. Its function is to provide employees with health insurance, which includes treatment, examination, and care if they get sick. Another purpose is as a guarantee for work accidents, as we are also responsible for protecting employees so that they feel comfortable working for our company."

Sunarsi (2019) stated that it is mandatory for each company to establish and implement an occupational safety and health (OSH) program to minimise unanticipated incidents and promote a conducive work environment. Implementing a proficient Occupational Safety and Health (OSH) program has the potential to decrease accident frequencies and enhance the overall well-being of the workforce. The primary duties of the Human Resources Department include providing safety training, evaluating and mitigating hazards which cause a risk to employee well-being, and documenting any workplace incidents.

The process entails the identification and analysis of internal and external factors utilizing the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices. The IFE matrix employs empirical research to assess internal elements, encompassing strengths and weaknesses, across diverse domains. Ratings and weights assigned to these factors are employed to compute a score, subsequently presented in the table provided below.

Table 1. IFE Matrix

No	Internal Factor	RATING	WEIGHT	SCORE
Strengths				
1	The compensation or reward system provides employees with satisfaction.	3.4	0.17	0.58
2	Company facilities support employee work processes.	3.5	0.18	0.63
3	Employees have high dedication and responsibility towards work.	3.4	0.17	0.58
4	Employees have relevant skills to their duties and responsibilities in the company.	3.2	0.16	0.51
Weaknesses				
1	Lack of direct supervision during implementation	2.0	0.08	0.16
2	A small number of employees demonstrates less thoroughness or attentiveness in their work.	1.8	0.09	0.16
3	Standard Operating Procedures (SOPs) have not been fully implemented.	2.2	0.08	0.18
4	A small number of employees experience a lack of motivation at work	1.9	0.08	0.15
TOTAL			1.00	2.95

Source: Primary data processed, 2023

The EFE matrix in this study evaluates resource individuals based on external circumstances, which include both opportunities and threats. The opportunity and threat variables are assigned a rating and weight, resulting in a score that is presented in the following table.

Table 2. EFE Matrix

No	External Factor	RATING	WEIGHT	SCORE
Opportunities				
1	The establishment of a good cooperation between companies.	3.4	0.18	0.61
2	High consumer trust in the company	3.3	0.18	0.59
3	Experienced employees are a valuable asset in dealing with the high-demand labor market.	3.5	0.17	0.60
4	Technological advancements, including digital collaboration tools, have the potential to enhance employee productivity.	3.3	0.18	0.59
Threats				
1	Economic instability and market fluctuations can affect job stability and employee compensation.	1.6	0.07	0.11
2	Changes in employment-related government regulation or policy	1.7	0.08	0.14
3	Job offers from competitor companies with better facilities for employees.	1.7	0.08	0.14
4	Employee well-being such as health and safety issues can negatively impact employee productivity	2.1	0.07	0.15
TOTAL			1.00	2.93

Source: Primary data processed, 2023

The IFE matrix findings indicate that CV Sakha Muria's principal strength lies in the support provided by its facilities for employee workflows, achieving a score of 0.63. This is attributed to employees' perception that the company's facilities cultivate a conducive work environment and enhance productivity. Conversely, a notable

weakness is the incomplete adherence to Standard Operating Procedures (SOPs), scoring 0.18, primarily due to occasional lapses by certain employees in complying with established standards.

In the EFE matrix analysis, a significant opportunity for CV Sakha Muria is identified in the realm of "strong intercompany collaboration," scoring 0.61. This collaborative synergy fosters benefits such as efficient information exchange and heightened operational efficacy, facilitating innovation, fostering a mutually beneficial corporate environment, and expanding market reach. Conversely, a noteworthy threat is posed by the potential negative impact of "welfare and security issues on employee productivity," scoring 0.15. This is attributed to the likelihood that employees experiencing perceived safety concerns may encounter heightened stress and discomfort, impeding their concentration and overall performance in the workplace.

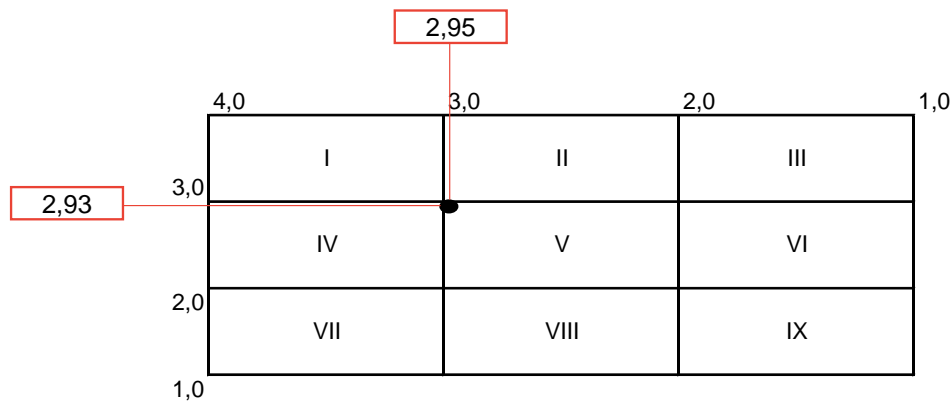


Figure 1. IE Matrix

Figure 1 illustrates the IE matrix for CV Sakha Muria, depicting a total score of 2.95 along the horizontal axis for the IFE matrix and 2.93 along the vertical axis for the EFE matrix. Both scores are documented within the IE matrix, placing CV Sakha Muria at point V with coordinates (2.95; 2.93). This positioning denotes a focus on preservation and consolidation. The recommended strategies for CV Sakha Muria encompass market penetration and the enhancement of personnel competencies. As CV Sakha Muria endeavors to implement market penetration strategies, the primary objective is to bolster employee competencies, thereby securing a larger market share. This strategy aims to augment employee capabilities through the optimization of satisfaction, trust, and welfare, thereby elevating product quality, while simultaneously nurturing the development of essential skills among the employees.

Table 3. SWOT Matrix

	STRENGTHS (S) 1. The compensation or reward system provides employees with satisfaction. 2. Company facilities support employee work processes. 3. Employees have high dedication and responsibility towards work. 4. Employees have relevant skills to their duties and responsibilities in the company.	WEAKNESSES (W) 1. Lack of direct supervision during implementation 2. A small number of employees demonstrates less thoroughness or attentiveness in their work. 3. Standard Operating Procedures (SOPs) have not been fully implemented. 4. A small number of employees experience a lack of motivation at work.
IFE		
EFE		
OPPORTUNITIES (O) 1. The establishment of a good cooperation between companies. 2. High consumer trust in the company 3. Experienced employees are a valuable asset in dealing with the high-demand labor market. 4. Technological advancements,	Strategi S-O 1. Employing employee satisfaction, the company cultivates enhanced collaboration with other entities, fostering mutually beneficial business partnerships (S1, S2, O1, O2, O3). 2. The company enhances its product portfolio through the deployment of technology and leveraging employee expertise to drive diverse product innovations (S2, S3, S4, O2, O3, O4).	Strategi W-O 1. Empowering experienced employees to oversee and assess colleagues encountering challenges (W1, W2, W3, W4, O3, O4) 2. Recruiting individuals proficient in advanced technology, possessing a strong work ethic, and demonstrating high levels of motivation (W2, W3, W4, O1, O3, O4)

including digital collaboration tools, have the potential to enhance employee productivity.		
THREATS (T) 1. Economic instability and market fluctuations can affect job stability and employee compensation. 2. Changes in employment-related government regulation or policy 3. Job offers from competitor companies with better facilities for employees. 4. Employee well-being such as health and safety issues can negatively impact employee productivity.	Strategi S-T 1. Enhancing employees' pertinent abilities to align with market dynamics and respond to changes in regulations or policies (S3. S4. T1. T2). 2. Conducting a thorough evaluation and revision of the compensation system with the goal of maintaining employee satisfaction and appeal (S1. S3. S4. T1. T2. T3. T4).	Strategi W-T 1. Offering employee benefits, such as health insurance, to ensure the safety and well-being of employees, so promoting careful and optimal work performance and fostering strong motivation towards the company (W2. W3. W4. T1. T3. T4) 2. Establishing a specialized team to oversee regulatory modifications and assess strategies for reducing the financial and operational consequences on expenses and personnel management protocols (W1. T1. T2. T3)

Source: Primary data processed, 2023

Table 3 presents the outcomes of the SWOT matrix, which yielded a total of 8 alternative human resource development strategies at CV Sakha Muria. These strategies are categorized into SO, ST, WO, and WT, with each category containing 2 strategies. The findings of the SWOT analysis conducted on CV Sakha Muria are outlined as follows.

1. Strategi Strengths-Opportunities (S-O)

The S-O strategy is an organizational strategy that capitalizes on organizational strengths to exploit prevailing opportunities.

- a. Employing employee satisfaction, the company cultivates enhanced collaboration with other entities, fostering mutually beneficial business partnerships (S1, S2, O1, O2, O3). CV Sakha Muria acknowledges the strategic significance of employee satisfaction in fostering positive inter-organizational cooperation, thereby fostering mutually advantageous collaborations, and nurturing a favorable work culture.
- b. The company enhances its product portfolio through the deployment of technology and leveraging employee expertise to drive diverse product innovations (S2, S3, S4, O2, O3, O4). By investing in adequate technological infrastructure, CV Sakha Muria accelerates the product development process, enhances operational efficiency, and responds promptly to market trends. Additionally, employees actively participate in innovation initiatives, fostering a culture of creativity in the workplace and promoting product diversity.

2. Strategi Weaknesses-Opportunities (W-O)

The W-O strategy is an organizational strategy that takes advantage of opportunities to mitigate weaknesses within an organizational framework.

- a. Empowering experienced employees to oversee and assess colleagues encountering challenges (W1, W2, W3, W4, O3, O4), CV Sakha Muria fosters a collaborative work culture. This approach capitalizes on the expertise and tenure of seasoned staff members, facilitating peer support and problem-solving. Through mentorship initiatives, employees cultivate collaboration and foster collective ownership of shared objectives.
- b. Recruiting individuals proficient in advanced technology, possessing a strong work ethic, and demonstrating high levels of motivation (W2, W3, W4, O1, O3, O4) is integral to CV Sakha Muria's recruitment strategy. This meticulous selection process prioritizes candidate's adept at utilizing cutting-edge technology, maintaining precision and diligence to ensure consistent quality in daily tasks.

3. Strategi Strengths-Threats (S-T)

The S-T strategy is an organizational strategy that takes advantage of strengths to mitigate the effects of threats.

- a. Enhancing employees' pertinent abilities to align with market dynamics and respond to changes in regulations or policies (S3. S4. T1. T2). Employees of CV Sakha Muria who possess abilities that align with

current market demands have a notable competitive edge. Adapting to changes in regulations or policies is crucial for ensuring that firm activities align with legal and ethical standards.

- b. Conducting a thorough evaluation and revision of the compensation system with the goal of maintaining employee satisfaction and appeal (S1. S3. S4. T1. T2. T3. T4). CV Sakha Muria modifies compensation to align with current industry trends. to guarantee that the organization can maintain a competitive wage and benefits offer. and instill strong motivation in employees.

4. Strategi Weaknesses-Threats (W-T)

The W-T strategy is an organizational strategy that minimize weaknesses and mitigate threats

- a. Offering employee benefits, such as health insurance, to ensure the safety and well-being of employees, so promoting careful and optimal work performance and fostering strong motivation towards the company (W2. W3. W4. T1. T3. T4). CV Sakha Muria ought to provide extensive health insurance to establish a secure working environment and alleviate the financial strain of employee healthcare.
- b. Establishing a specialized team to oversee regulatory modifications and assess strategies for reducing the financial and operational consequences on expenses and personnel management protocols (W1. T1. T2. T3). The creation of this specialized team is focused on staying up-to-date with the most recent regulatory advancements and conducting a thorough examination of their possible effects on operational expenses and personnel management protocols..

The data derived from the SWOT matrix then establishes the prioritized approach through the utilization of the QSPM matrix in the following.

Table 4. QSPM Matrix

Key Factor	Weight	Alternative Strategy															
		Strategy I		Strategy II		Strategy III		Strategy IV		Strategy V		Strategy VI		Strategy VII		Strategy VIII	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
STRENGTHS (S)																	
1. The compensation or reward system provides employees with satisfaction.	0.17	4	0.68	3	0.51	3	0.51	4	0.68	4	0.68	4	0.68	2	0.34	3	0.51
2. Company facilities support employee work processes.	0.18	3	0.54	4	0.72	3	0.54	4	0.72	4	0.72	3	0.54	3	0.54	4	0.72
3. Employees have high dedication and responsibility towards work.	0.17	3	0.51	3	0.51	4	0.68	3	0.51	4	0.68	4	0.68	3	0.51	3	0.51
4. Employees have relevant skills to their duties and responsibilities in the company.	0.16	4	0.64	4	0.64	4	0.64	3	0.48	4	0.64	4	0.64	3	0.48	3	0.48
WEAKNESSES (W)																	
1. Lack of direct supervision during implementation	0.08	3	0.24	2	0.16	3	0.24	3	0.24	3	0.24	3	0.24	4	0.32	3	0.24
2. A small number of employees demonstrates less thoroughness or attentiveness in their work.	0.09	2	0.18	1	0.09	3	0.27	2	0.18	3	0.27	2	0.18	3	0.27	4	0.36
3. Standard Operating Procedures (SOPs) have not been fully implemented.	0.08	2	0.16	2	0.16	3	0.24	4	0.32	2	0.16	3	0.24	2	0.16	3	0.24
4. A small number of employees experience a lack of motivation at work.	0.08	1	0.08	3	0.24	2	0.16	3	0.24	3	0.24	2	0.16	3	0.24	3	0.24
OPPORTUNITIES (O)																	
1. The establishment of a good cooperation between companies.	0.18	3	0.54	4	0.72	3	0.54	4	0.72	4	0.72	3	0.54	4	0.72	3	0.54
2. High consumer trust in the company	0.18	4	0.72	4	0.72	4	0.72	4	0.72	4	0.72	3	0.54	3	0.54	2	0.36
3. Experienced employees are a valuable asset in dealing with the high-demand labor market.	0.17	4	0.68	4	0.68	3	0.51	3	0.51	3	0.51	3	0.51	4	0.68	1	0.17
4. Technological advancements, including digital collaboration tools, have the potential to enhance employee productivity.	0.18	3	0.54	4	0.72	2	0.36	4	0.72	3	0.54	2	0.36	4	0.72	3	0.54

Key Factor	Weight	Alternative Strategy															
		Strategy I		Strategy II		Strategy III		Strategy IV		Strategy V		Strategy VI		Strategy VII		Strategy VIII	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
THREATS (T)																	
1. Economic instability and market fluctuations can affect job stability and employee compensation.	0.07	2	0.14	3	0.21	2	0.14	3	0.21	2	0.14	2	0.14	3	0.21	2	0.14
2. Changes in employment-related government regulation or policy	0.08	2	0.16	3	0.24	2	0.16	3	0.24	3	0.24	3	0.24	4	0.32	3	0.24
3. Job offers from competitor companies with better facilities for employees.	0.08	3	0.24	1	0.08	2	0.16	2	0.16	3	0.24	3	0.24	3	0.24	2	0.16
4. Employee well-being such as health and safety issues can negatively impact employee productivity.	0.07	2	0.14	2	0.14	2	0.14	3	0.21	3	0.21	3	0.21	4	0.28	4	0.28
STAS (Sum Total Attractiveness Score)			6.19		6.54		6.01		6.86		6.95		6.14		6.57		5.73

Source: Primary data processed, 2023

According to the QSPM calculation, strategy V emerges as the primary focus, garnering the highest Sum Total Attractive Score (STAS) of 6.95. This strategy entails developing employees' skills to adapt to market dynamics and navigate regulatory or policy shifts. Enhancing employee skills not only bolsters operational efficiency but also cultivates an innovative and competitive organizational milieu, thereby fostering sustained growth.

Conversely, Strategy VIII (5.73) exhibits the lowest STAS value. This strategy entails establishing a dedicated team to monitor regulatory changes and strategize methods to mitigate their impact on employee management costs and procedures. Organizations often prioritize strategic initiatives aligned with their objectives, particularly when faced with constraints such as limited time and financial resources.

CONCLUSION

The research findings on human resource development strategies within the beef business sector at CV Sakha Muria, located in Depok, West Java, indicate a robust internal condition, scoring 2.95 on the IFE matrix. This suggests that the strengths of CV Sakha Muria are well-positioned to effectively counterbalance any weaknesses. The results of the EFE matrix calculation further indicate that external factors possess the potential to mitigate prevailing threats within the external environment, registering a value of 2.93. These findings have generated several alternative strategies recommended for implementation at CV Sakha Muria.

The company is committed to enhancing employee skills to align with market trends and ensure compliance with regulatory or policy changes. This involves prioritizing the recruitment of technologically proficient individuals and those demonstrating meticulous attention to detail and a strong drive for impactful contributions. Efforts to improve employee welfare are manifested through the provision of health insurance facilities, aimed at fostering a conscientious and enthusiastic workforce.

CV Sakha Muria fosters stronger collaborations with other enterprises by prioritizing employee satisfaction, akin to fostering mutually beneficial business partnerships. Meanwhile, the compensation system undergoes continuous evaluation and enhancement to maintain its attractiveness to employees. Furthermore, trust is placed in experienced employees who are tasked with overseeing and assessing colleagues facing difficulties. Additionally, a dedicated team is assembled to closely monitor regulatory changes and formulate strategies to mitigate their impact on costs and employee management procedures.

One of the leading strategies identified through the QSPM matrix is "Enhancing employee skills to align with market dynamics and adapt to changes in regulations or policies," scoring 6.95. The augmentation of employee capabilities not only bolsters operational efficiency but also cultivates an innovative and competitive organizational milieu, thereby fostering the company's long-term growth.

It is anticipated that CV Sakha Muria will further bolster training and development initiatives to augment employee competencies, alongside creating engaging and transparent career pathways for its workforce. Additionally, efforts to enhance employee well-being and productivity through the development of health and safety facilities are envisaged. Future researchers are encouraged to delve deeper into the internal and external factors that may influence the growth trajectory of CV Sakha Muria's employees.

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