

## HUMAN RESOURCE DEVELOPMENT STRATEGY IN KSU PELITA AGRIBUSINESS CIANJUR REGENCY



**Getama Priadi<sup>1</sup>**

**Universitas Terbuka, Tangerang Selatan, Indonesia**

[getama.priadi@gmail.com](mailto:getama.priadi@gmail.com)

**Amir Tengku Ramly<sup>2</sup>**

**Universitas Ibn Khaldun, Bogor, Indonesia**

[amirtengku127@gmail.com](mailto:amirtengku127@gmail.com)

**E. Andriansyah<sup>3</sup>**

**Universitas Terbuka, Tangerang Selatan, Indonesia**

[andriansyah@ecampus.ut.ac.id](mailto:andriansyah@ecampus.ut.ac.id)

### Abstract

Human Resource Development (HRD) is very important to improve and maintain employees so that they become reliable resources for the organization. This thesis discusses human resource development at KSU Pelita Agribusiness, which must be carried out continuously and adapted to changes in the company's internal and external environment. The aim is to prepare human resources to be ready to face business developments and uncertainties quickly and flexibly so that an appropriate and targeted HR development strategy is needed. This research involved 4 people from KSU Pelita Agribusiness as well as 3 practitioners, academics, and the Cianjur Regency Cooperative Service. Initial data was obtained through SWOT analysis which resulted in four alternative strategies: recruitment of professional human resources and appropriate employee training, implementation of company SOPs and special training according to SOPs, clear and consistent implementation of SOPs, and HR rotation through re-interviews or fit and proper tests. AHP analysis shows that strategic priorities that can be implemented by KSU Pelita Agribusiness are providing training, motivation, and performance improvement (value: 0.570), rotating HR (value: 0.180), implementing company SOPs (value: 0.177), recruiting HR (value: 0.073).

**Keywords:** HR Development, Strategy, SWOT, AHP

## INTRODUCTION

Human resource development enhances and retains human resources, turning them into reliable assets that ultimately contribute to organizational success (Pealeu, 2023). HR development efforts will foster a sense of employee attachment to the company. Human resource development covers a variety of tasks, not limited to certain tasks. Nevertheless, the aim is to improve the character and quality of their work, resulting in a comprehensive transformation that will help in facing upcoming obstacles. This changes the employee's perspective, fostering a greater inclination towards challenges and competition (Wahyuni et al, 2023).

Organizations or companies must encourage employee involvement in professional development activities (Rivai et al, 2023). Additionally, employees must prioritize and approach very seriously any skills enhancement or human capital development opportunities provided by the company. This development aims to improve welfare, improve living standards, and foster independence.

The government is currently aggressively developing the regional economy, including village development that increases productivity, various business activities in villages, and infrastructure and infrastructure for village community facilities that continue to be improved, which supports the village economy. Production and marketing chains can be evenly distributed throughout all corners.

National development where villages are at the forefront is encouraged by the government to encourage significant progress because regions in Indonesia are villages which are the beginning of the foundation of the national economy. Government programs that facilitate the independence of human resources in rural areas such as forming cooperatives. Villages participate directly in the acquisition of regional assets so that most of the capital is owned by the community. These assets are separated to effectively manage other assets, services, and businesses for the betterment of village communities.

The All-Business Cooperative is a farmer group affiliated with KSU. In the context of economics, a cooperative is an organization consisting of individuals or legal entities that take the form of a cooperative and run their business based on cooperative principles. They also act as a social movement rooted in the idea of kinship Law 25 of 1992. So, villages can

accommodate the community in a forum to carry out business in accordance with the strengths and opportunities that the village has in terms of sources of raw materials, production, and marketing. Economic development in rural areas has long been promoted by the government through many programs, but these efforts have not produced maximum output. Various village development programs that have not been successful are caused by various factors such as village communities that are not used to writing administration or planning, village community innovation, and creativity in managing and running businesses that are still traditional and closed.

Currently, existing programs facilitated by the government are only used as a forum for seeking funding or capital. However, the regulatory process is not paid attention to so the capital that has been obtained tends to run out or suffer losses in the future. Managing cooperatives requires reliable and capable human resources and needs to be managed carefully to be effective. Herman Sofyandi (2013) defines HR management as the strategic application of management functions, including planning, organizing, directing, and controlling, in all HR operational activities. These activities include withdrawal, selection, training, development, placement, promotion, demotion, transfer, performance assessment, compensation, industrial relations management, and termination of employment. The aim is to increase the productive contribution of the organization's human resources and achieve goals with greater effectiveness and efficiency. In the course of business activities, HR, which is the driving force behind the business, requires the development of human resources so that they excel in managing the business so that it continues to develop well.

There are also strengths, weaknesses, opportunities, and threats regarding Human Resources that occur at KSU Pelita Agribusiness in Cianjur district including internal factors such as Strengths: 1. Human resources whose background is known, 2. Human resources who are loyal to the company and 3. Human resources who have high work motivation. Disadvantages: 1. Many human resources have low education, 2. Human resources do not have basic skills and 3. Human resources have informal work habits. External factors starting from opportunities include 1. Human resource development/training by the cooperative department, 2. The Indonesian market's need for cut flowers is very large so it requires more and more skilled KSU human resources, 3. Production and productive land is so large it

requires skilled human resources to process it. Threats include: 1. Many similar companies recruit employees from KSU, 2. HR/internal employees who create similar businesses. 3. External parties such as suppliers who have interests in KSU are always trying to seduce KSU Owners and HR to impose the wishes of suppliers or outside parties for their benefit. Cooperatives continue to experience a variety of internal and external variables regularly. There are several alternative strategies resulting from various internal and external factors, namely professionally recruiting human resources according to the required criteria and conducting training, providing team-building training, motivating and improving performance to become more loyal and qualified, and implementing company SOPs that must be implemented. by HR and provide special training according to the SOP for each employee. Company management carries out HR rotation/rearranging the company's HR by conducting re-interviews or fit and proper tests which are placed as required by the company. These things can be used as a basis for evaluation for improving KSU's human resources if all components in the cooperative can cooperate and coordinate well in improving human resources.

It specifically discusses human resources at KSU Pelita Agribusiness. Continuous human resource development is very important and must be adapted to changes in the organizational environment, both inside and outside. This development needs to be carried out by KSU Pelita Agribusiness to prepare human resources to face developments and uncertainty in this era's business environment which requires companies to be able to transform more quickly and flexibly, especially in taking advantage of opportunities. Therefore, a strategic priority is needed in human resource development which is then formulated into an appropriate and targeted human resource development strategy. The discussion focuses on strategies for selecting priority scales for human resource development.

## **RESEARCH METHOD**

This research is based on the mixed method research method. Creswell and Clark (2018) explained that the mixed method is a method that leads to data collection and analysis that combines qualitative and quantitative approaches in the process. This method also focuses on collecting, analyzing, and mixing quantitative and qualitative in a study. Mix

method research is included in the type of descriptive research. According to Sugiono (2017), the descriptive method is the process of solving a problem and describing the condition of the object being studied with various facts found during the research.

KSU Pelita Agribusiness is a multi-business cooperative that has a quite large potential. However, this potential has not been supported by human resources, therefore the author wants to research various things regarding the company's potential and shortcomings by analyzing human resource development strategies. This research was conducted based on the questions in the research formulation and research objectives. To answer this question, research will be carried out using a qualitative approach. The information used in this research was collected through a combination of questionnaires, interviews, and direct observation. The method used is the first to use a SWOT analysis where identification is carried out starting from the strengths, weaknesses, opportunities, and threats that exist in KSU Pelita Agribusiness to generate various alternative strategies, and then a process hierarchy analysis (AHP) is carried out. Meanwhile, the data obtained is data presented to determine the priority scale.

## **RESULTS AND DISCUSSION**

### **Internal Environmental Analysis**

#### **Strengths / Advantages / Strength**

##### **1) HR whose previous background is known**

In the employee recruitment process, KSU Pelita Agribisnis has several special considerations, namely that the Cooperative prioritizes applicants who live not far from the location of KSU Pelita Agribisnis. This aims to facilitate employee access to the workplace, increase opportunities for people around KSU to find work, and build closer relationships with the local community.

The cooperative does not view educational background or previous work experience as a primary factor in recruitment. This is done because KSU Pelita Agribusiness focuses more on the applicant's desire to learn and adapt to the cooperative work culture. The applicant's potential and ability to develop in the agribusiness sector, especially buying and selling cut flowers.

The cooperative is looking for employees who have the enthusiasm to learn and adapt to a new work environment. This is important because KSU Pelita Agribusiness: Continues to develop and innovate in its business. Have a dynamic work culture and be open to new ideas. Compatibility with Work Culture: The cooperative looks for employees who have values and work culture that are in line with KSU Pelita Agribusiness, namely: Integrity and honesty. Cooperation and teamwork. Never give up spirit. Dedication and commitment to work.

- 2) HR who are loyal to the company Employees at KSU Pelita Agribisnis show a high level of loyalty,

This cannot be separated from the close kinship relationship between them. On average, KSU Pelita Agribusiness employees have family relationships, either as siblings, cousins, or other close relatives. This family closeness fosters a sense of mutual trust and responsibility among employees. Employees feel they belong to KSU Pelita Agribusiness and are committed to making the best contribution to the progress of the cooperative. The working atmosphere at KSU Pelita Agribisnis feels warm and friendly, like a big family. Mutual help and support between employees is a culture that is firmly adhered to.

Open and transparent communication is also a characteristic of the work culture at KSU Pelita Agribusiness. KSU Pelita Agribusiness offers competitive salaries and benefits for its employees. Cooperatives also provide training and development programs to improve employee skills. Employee welfare is one of the main priorities of KSU Pelita Agribusiness. High employee loyalty contributes to increased productivity and work efficiency. The quality of KSU Pelita Agribusiness products and services is well maintained. A low employee turnover rate helps maintain the stability and continuity of cooperative operations.

The internal situation of KSU Pelita Agribusiness shows that family closeness can be a significant factor in increasing employee loyalty. The family-friendly work culture, as well as the advantages and benefits offered, further strengthen employee commitment to the cooperative. This employee loyalty, in the end, has a positive impact on the performance and progress of KSU Pelita Agribusiness.

3) Human resources who have high work motivation, KSU Pelita Agribusiness has a positive and supportive work culture.

This work culture is formed by several core values, namely: integrity, professionalism, togetherness, and concern for excellence. These values are implemented in various aspects of work, such as open and transparent communication, mutual appreciation and respect, working well together, caring for members and employees and always trying to give the best.

This positive work culture helps increase employee motivation and makes them feel comfortable at work. KSU Pelita Agribusiness has a good and structured work system. This work system helps employees to work more efficiently and effectively. Some examples of good work systems in this cooperative are work systems that effectively facilitate employees' understanding of their responsibilities and equip them with the resources necessary to complete tasks.

#### **Weakness/Disadvantages (W)**

1) Many human resources have low education

Based on available information, the average human resource at KSU Pelita Agribusiness has a low level of education. This is caused by several factors including:

a) The employee recruitment process is still traditional.

KSU Pelita Agribusiness still uses a traditional employee recruitment process, namely based on family closeness and previously known work experience background. This system does not prioritize education level as the main factor in recruitment.

b) Limited access to education

The location of KSU Pelita Agribisnis in a rural area may be one of the factors causing limited access to education for the surrounding community. This can result in low levels of human resource education in the area.

The impact of low education can have an impact on several aspects, including:

a) Skills and knowledge

Human resources with a low level of education may not have sufficient skills and knowledge to carry out their duties and responsibilities optimally.

b) Productivity

Low skills and knowledge can result in low work productivity.

c) Innovation

Human resources with a low level of education may lack the ability to innovate and develop new ideas for the progress of KSU Pelita Agribusiness.

The low level of human resource education at KSU Pelita Agribusiness can have an impact on the performance and progress of cooperatives. Therefore, efforts are needed to improve the quality of human resources by developing a more professional recruitment system, providing training and development, and increasing access to education.

2) HR does not have basic skills

Human resources at KSU PELITA AGRIBUSINESS do not have basic skills in handling and marketing cut flowers. This is caused by several factors, including:

a) Traditional employee recruitment process

KSU Pelita Agribusiness still uses an employee recruitment process based on family closeness with various previously known work experience backgrounds. This system does not prioritize basic skills in handling and marketing cut flowers as the main factor in recruitment.

b) Minimal formal skills provision

KSU Pelita Agribusiness has not provided an adequate formal skills training program for its employees in terms of handling and marketing cut flowers.

c) Dependence on learning by doing

KSU Pelita Agribusiness employees hone their skills in handling and marketing cut flowers by self-teaching through work experience (learning by doing).

d) Lack of basic skills in handling and marketing

Cut flowers can have an impact on several aspects, including:

- Quality cut flowers

Improper handling can cause cut flowers to easily become damaged and wither, resulting in decreased quality. The selling price of cut flowers: Low-quality cut flowers can cause the selling price to fall, resulting in reduced profits for KSU Pelita Agribisnis.

- Losing customers

Customers who are disappointed with the quality of cut flowers can switch to other sellers, resulting in KSU Pelita Agribisnis losing customers.

### 3) HR has informal work habits

Some characteristics of informal work habits at KSU Pelita Agribusiness include:

#### a) Not familiar with SOP

KSU Pelita Agribusiness employees are not yet familiar with standard operating procedures (SOP) in carrying out their duties. This can lead to inconsistencies in work quality and difficulties in monitoring employee performance.

#### b) Sloppy administration

The administration at KSU Pelita Agribusiness is still not neat and structured. This can cause difficulties in tracking important data and information, as well as increasing the risk of fraud and errors.

#### c) Informal way of dressing

KSU Pelita Agribisnis employees are not required to wear uniforms or formal clothing when working. This can give the impression of being less professional and can reduce the credibility of KSU Pelita Agribusiness in the eyes of customers.

#### d) Not used to formal working hours

Working hours at KSU Pelita Agribisnis do not always follow formal working hours. This can cause difficulties in coordination and communication between employees and can disrupt smooth operations. Informal work habits can have an impact on several aspects, including work efficiency. Informal work habits can cause work inefficiencies, such as wasting time and resources.

#### e) Work Quality

Informal work habits can lead to inconsistent and potentially low-quality work

#### f) Credibility

Informal work habits can reduce the credibility of KSU Pelita Agribusiness in the eyes of customers and business partners.

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## External Environmental Analysis

### a. Odds (O):

#### 1) Human resource development/training by the cooperative department

The Cooperative Service has an important role in developing and improving the quality of human resources for cooperatives, including multi-business cooperatives (KSU). The HR development/training program designed by the Cooperative Service can help KSU improve its performance, competitiveness, and business success. The HR development/training program by the Cooperative Service aims to increase the knowledge and skills of KSU HR in various aspects of cooperative management, such as financial management, marketing, and cooperatives. Increasing the professionalism and work ethic of KSU HR. Increasing KSU's ability to face challenges and business opportunities and strengthening KSU institutions. The Cooperatives Service can organize various types of HR development/training programs for KSU, such as technical training, such as accounting, marketing, and cooperative management training. Leadership and management training for KSU administrators and managers. Seminars and workshops on current issues related to cooperatives. Consultation and assistance for KSU in human resource development.

The Indonesian market's need for cut flowers is very broad, requiring more and more skilled KSU human resources. The fresh-cut flower market in Indonesia has great potential and wide-open business opportunities. However, to achieve success in this business, the right strategy is needed to overcome the various challenges that exist. Competent and skilled human resources are also the main key to the success of the fresh-cut flower business in Indonesia. The market for fresh-cut flowers in Indonesia has great potential. This is indicated by several factors, including:

#### a) Rising middle class

The increasing middle class in Indonesia has caused an increase in demand for lifestyle products, including fresh-cut flowers.

#### b) Decoration trends

Fresh-cut flowers are widely used as decoration for various events, such as weddings, birthdays, graduations, and other formal events.

- c) The increasing popularity of fresh-cut flowers on social media  
Social media such as Instagram and Pinterest have increased the popularity of fresh-cut flowers and driven the floral decor trend.
- d) The types of cut flowers that are in demand in the Indonesian market vary, depending on the occasion and personal preferences. Several types of cut flowers that are popular in Indonesia include roses, chrysanthemums, lilies, orchids, Hortenesia, and many more.
- e) Business opportunities in the fresh-cut flower market in Indonesia are open to various parties, such as flower farmers, flower traders, hotels, spas, flower shops/florists, flower designers, flower decoration services/wedding decoration. Such large areas of production and productive land require skilled human resources to cultivate them. Indonesia has large areas of cut flower production and high productivity. This provides a great opportunity to increase the market share of cut flowers in domestic and international markets. However, to take advantage of this opportunity, skilled human resources are needed in various aspects of cultivation, harvesting, post-harvest, and marketing of cut flowers. Skills required include:
- a) Cultivation  
Understand good and correct cut flower cultivation techniques, including selecting superior varieties, fertilizing, controlling pests and diseases, and managing harvest times. Understand the correct way to harvest cut flowers so that the flowers stay fresh and last long.
- b) Post-harvest  
Understand post-harvest techniques for cut flowers, such as storage, packaging, and transportation.
- c) Marketing  
Understand how to market cut flowers well, including branding, promotions, and sales.

b. Threat (T):

1) Many similar companies recruit employees from KSU

Many similar companies recruit employees from the Pelita agribusiness sector. This can be an external threat to KSU Pelita Agribusiness because similar companies can obtain important information about business strategies, similar companies can find out KSU Pelita Agribusiness's business strategies, such as market targets, competitive advantages, and business development plans. Similar companies can find financial information about Ksu Pelita agribusiness, such as production costs, selling prices, and profit margins. Then you can also find out information about KSU Pelita Agribusiness's human resources, such as skills, experience, and employee salaries. Similar companies can find out information about the technology used by Ksu Pelita Agribusiness in cultivating, harvesting, post-harvesting, and marketing cut flowers.

2) HR/internal employees who create similar businesses

The existence of human resources who have resigned from Ksu Pelita agribusiness and then created a similar business in buying and selling cut flowers with an almost similar concept is a threat that needs to be watched out for. This can happen because former employees know KSU Pelita Agribusiness's business strategy: Former employees who have worked at KSU Pelita Agribusiness know business strategies, such as target markets, competitive advantages, and sources of cut flower supply.

Former employees who once worked at Ksu Pelita agribusiness have a network of customers who can be transferred to their new business. A business concept that is easy to imitate, the business concept of buying and selling cut flowers is relatively easy to imitate, so former employees can easily imitate the business concept of Ksu Pelita agribusiness. Similar businesses founded by former employees could have a negative impact on KSU Pelita Agribusiness, similar businesses could attract KSU Pelita Agribusiness customers, so that KSU Pelita Agribusiness's market share could decrease. Decrease in profits: a decrease in market share can cause a decrease in profits for agribusiness companies. Unmatched in terms of innovation: former employees who know KSU Pelita agribusiness strategies and innovations can easily imitate and even develop new, more interesting innovations.

3) External parties such as suppliers who have an interest in KSU

Outside parties such as suppliers who have an interest in KSU Pelita Agribusiness can be a threat. This was done by trying to seduce the owner and human resources of KSU Pelita Agribusiness to impose their wishes for personal gain. This intervention can be carried out in various ways, such as offering personal benefits. The supplier can offer personal benefits to the owner and HR of KSU Pelita Agribusiness, such as bribes, gifts, or certain promises, so that they will follow the supplier's wishes. Threatening to stop cooperation: suppliers can threaten to stop cooperation with KSU Pelita Agribusiness if KSU Pelita Agribusiness does not follow their wishes.

Spreading incorrect information suppliers can spread incorrect information about KSU Pelita Agribusiness to damage the reputation of KSU Pelita Agribusiness and force KSU Pelita Agribusiness to follow their wishes. Intervention from outside parties can have a negative impact on KSU Pelita Agribusiness, including financial losses. KSU Pelita Agribusiness can experience financial losses if it is forced to follow the wishes of unprofitable suppliers. A decline in the image of KSU Pelita Agribusiness could result in a decline in its image if it was found to be subject to intervention by outside parties. Loss of trust KSU Pelita Agribusiness may lose the trust of customers, partners, and other stakeholders if it is found unable to maintain its independence and integrity.

**SWOT Analysis**

SWOT analysis is carried out to obtain alternative assumptions for HR development strategies based on internal elements (strengths and weaknesses) and external factors (opportunities and threats).

**Table 1.**

**SWOT – Alternative Strategy for KSU Pelita Agribusiness**

SWOT	Odds (O):	Threat (T):
	1. HR balancing/training by the cooperative department 2. The needs of the Indonesian market are met Cut flowers are so extensive that they	1. Many companies recruit employees from KSU 2. HR/internal employees who create this business 3. External parties are suppliers who have desires towards KSU and

	<p>require more skilled and skilled KSU human resources</p> <p>3. Such a large area of productive and productive land requires skilled human resources to cultivate it.</p>	<p>are always trying to persuade KSU Ownership and Human Resources to implement the desires of suppliers or outside parties for the benefit of the company.</p>
<p>Advantages (S):</p> <p>1. HR whose background is known before</p> <p>2. Human resources who are loyal to the company</p> <p>3. HR who have high work motivation</p>	<p>1. Carrying out HR recruitment in a professional manner following the required criteria and carrying out training (S1, S2, S3, O1, O2, O3)</p>	<p>1. Provide team-building training, motivation, and performance improvement to become more loyal and qualified (S2, S3, T1, T2, T3)</p>
<p>Disadvantages (W):</p> <p>1. Many human resources think beautiful things</p> <p>2. HR does not have basic skills</p> <p>3. HR has informal work habits</p>	<p>1. Carry out company SOPs which must be implemented by HR and provide special training according to the SOPs for each employee (W1, W2, W3, O1, O2, O3)</p>	<p>1. Manage the company to carry out HR rotation/re-arrangement of the company's HR by carrying out re-interviews or fit and proper practices as needed by the company (W1, W2, W3, T1, T2, T3)</p>

By using SWOT matrix analysis, alternative or strategic options for KSU Pelita Agribusiness' human resource development plan can be identified:

a) SO Strategy

Professionally recruiting human resources according to the required criteria and carrying out appropriate training or training for employees is the key to getting quality and competitive human resources. This will help the company to achieve its goals and targets.

b) WO Strategy

Carry out company SOPs which must be implemented by HR and provide special training according to the SOPs for each employee. Implementing SOPs and providing special training according to SOPs to employees are two important things that companies must

do to improve work performance and effectiveness. By implementing appropriate SOPs and training, employees can work more efficiently, effectively, and consistently, thereby producing quality products or services. Implementing SOPs in a company has many benefits, such as: Increasing work efficiency and effectiveness, ensuring consistency and quality of work results, minimizing the risk of errors and work accidents, clarifying employee responsibilities and roles, and facilitating the onboarding and training process for new employees.

c) S–T Strategy

Providing training, motivation, and performance improvement to become more loyal and qualified. By providing training, motivation, and performance improvement, companies can increase employee loyalty and quality. Loyal and quality employees will work more actively and productively, thereby generating profits for the company.

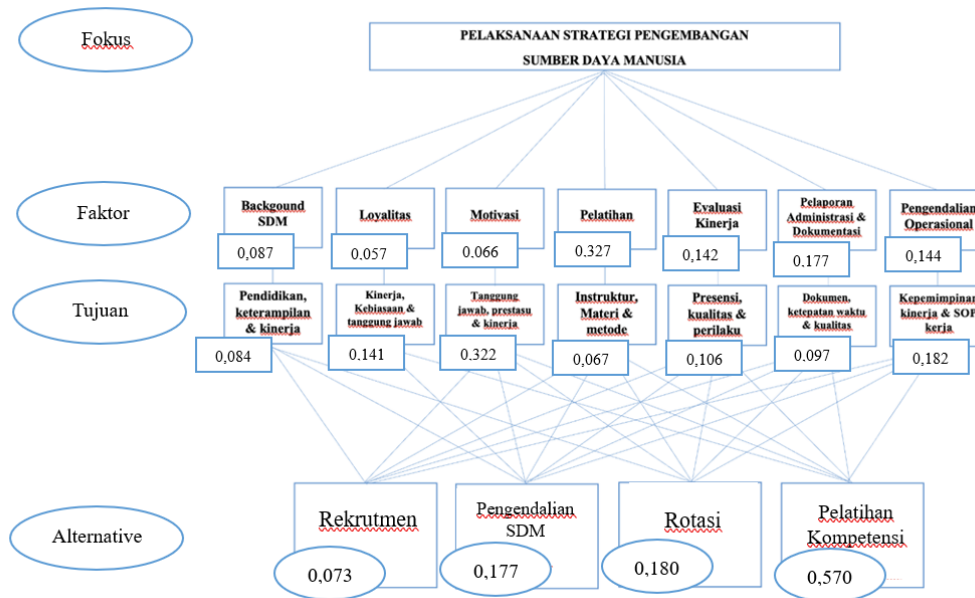
d) W–T strategy

Company management carries out HR rotation/rearrangement of the company's HR by conducting re-interviews or fit and proper tests which are placed as required by the company. HR rotation and fit and proper tests are two tools that can be used by companies to improve performance, motivation, and communication between employees. By using these tools, a company can achieve its goals and increase its profits.

**AHP (HR Development Priority Strategy)**

The results of the SWOT analysis show that there are four alternative strategies for developing human resources at KSU Pelita Agribusiness, which are processed through a questionnaire. The results of filling out the questionnaire by experts are processed using expert choice 11 software which has the highest level of importance and certainty, namely providing training, motivation, and improving performance to become more loyal and qualified. Company management carries out HR rotation/rearrangement of the company HR by conducting re-interviews or fit and proper tests which are placed as required by the Company, Carrying out company SOPs which must be carried out by HR, and providing special training according to the SOP for each employee and Carry out HR recruitment in a professional manner according to the required criteria and carry out appropriate training or training for employees.

Strategy prioritization is carried out using the Analytical Hierarchy Process (AHP) method. The selected strategic priority will be the most effective strategy that can be implemented by KSU Pelita Agribusiness based on a comparison of the level of importance of factors that influence the development of KSU Pelita Agribusiness' human resources as well as priority objectives in this development. Completing the AHP questionnaire is carried out by experts from internal human resources, academics, and practitioners.



**Figure 1.**

**AHP Results of KSU Pelita Agribusiness Priority Strategy**

Based on the results of the analysis, there are four priority strategies in developing human resources at KSU Pelita Agribusiness with different values and focuses, including:

1. Provide training, motivation, and performance improvement (Score: 0.570)

This strategy has the highest priority value, showing the main focus of KSU Pelita Agribusiness in improving the quality and capabilities of its human resources. This is done through targeted training, providing motivation, and continuous performance improvement programs. The aim is to increase employee competency, productivity, and performance so that they can support the achievement of organizational goals.

2. Carry out HR rotation (Score: 0.180)

This strategy has a second-priority value, showing the importance of placing the right human resources in positions that suit their abilities and expertise. HR rotation is carried out to provide opportunities for employees to learn various areas of work, increase flexibility, and prevent stagnation in work. This is expected to increase employee motivation and engagement, as well as encourage the development of internal talent.

3. Execute company SOP (Score: 0.177)

This strategy has a third priority value, showing the importance of implementing clear and consistent standard operating procedures (SOP) within the organization. SOPs help employees understand their duties and responsibilities clearly, and ensure efficient and standardized workflows. Effective implementation of SOPs can improve the quality and consistency of work, and minimize the risk of errors.

4. Carry out HR recruitment (Score: 0.073)

This strategy has the fourth priority value, showing KSU Pelita Agribusiness' focus on getting the best talents to join the organization. Selective and planned recruitment helps organizations find competent employees, who have a high work ethic and are in harmony with the organization's culture. This is important to build a strong team capable of achieving organizational goals. KSU Pelita Agribusiness prioritizes HR development through training, motivation, and performance improvement, followed by HR rotation, implementation of SOPs, and selective HR recruitment. This combination of strategies is expected to improve the quality and effectiveness of human resources so that it can support the optimal achievement of organizational goals.

## CONCLUSION

The organizational structure of KSU Pelita Agribusiness is still simple because it does not adopt a formal management system. The chairman of the cooperative directly assigns tasks to employees without specifying clear positions, so that many employees consider work positions to be equal. The relationship between leaders and employees tends to be familial and not rigid. However, this structure has several disadvantages, such as employees juggling multiple tasks and a lack of specialized training, which can hinder employee development.

Although there are no formal education requirements to work at KSU Pelita Agribisnis, employees are expected to have traits such as being tenacious, persistent, and thorough, as well as having a relevant background. Unfortunately, the company does not provide special training, so employees only receive self-taught training in the field.

Performance assessments at KSU Pelita Agribusiness occur when errors occur that cause problems. Performance evaluations are informal but become a focus when difficult situations arise. Employees involved in the problem are the main focus for evaluation, to determine the next steps that need to be taken. However, this evaluation process still needs to be improved so that it is more responsive, and fair and supports growth for both employees and the company as a whole. One of the main challenges faced by KSU Pelita Agribusiness is inconsistency in providing compensation to employees who have achievements. This can create social injustice and jealousy among employees. To overcome this problem, companies need to adopt a more structured and fair approach to determining compensation, including developing clear and transparent policies and implementing a consistent and objective performance evaluation system. Apart from that, KSU Pelita Agribusiness also needs to pay attention to developing employee skills. Lack of attention to skills development can hinder productivity and work quality. For this reason, companies need to prioritize employee training and development as an integral part of their growth strategy. KSU Pelita Agribusiness needs to listen to employee voices and improve communication to create a more positive and collaborative work environment. Good and harmonious employee relations in this company are supported by close domiciles, family relationships between employees, and smooth communication at various levels.

The results of the SWOT analysis show that there are four alternative strategies, namely (1) professionally recruiting human resources according to the required criteria and providing appropriate training to employees, (2) Carrying out company SOPs which must be carried out by HR and providing special training according to each SOP. employees, (3) implementing clear and consistent standard operating procedures (SOP) within the organization, and (4) company management carrying out HR rotation / re-arranging company HR by conducting re-interviews or fit and proper tests which are placed as required by the company.

Alternative strategies resulting from SWOT analysis are then processed using AHP analysis by showing that the priority strategies that can be implemented by KSU Pelita Agribusiness are based on a comparison of the level of importance of factors that influence the development of KSU Pelita Agribusiness's human resources as well as priority goals in developing human resources with The highest priority value is providing training, motivation and improving performance (value: 0.570), the second is carrying out HR rotation (value: 0.180), the third is carrying out company SOPs (value: 0.177) and the lowest is carrying out human resource recruitment (value: 0.073).

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