

Analysis of Human Resources Development Strategy in Increasing Employee Productivity at PMKS PT. Pandawa's Ray

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Abstract

Achievement of Crude Palm Oil (CPO) production at POM PT. Sinar Pandawa which exceeded the target was not in line with the absenteeism rate for the last three years, so it can be assumed that it was not from employee productivity. Therefore, employee work productivity still needs to be improved. This study aims to determine the human resource development strategy carried out by POM PT. Sinar Pandawa in increasing the work productivity of its employees. The research method used is a qualitative approach with descriptive analysis, by collecting data through interviews, observation, and documentation. The results showed the implementation of the human resource development strategy carried out by POM PT. Sinar Pandawa to increase employee productivity is to implement management functions, namely planning, organizing, supervising, and controlling all activities carried out by all departments in which there is a strategy for recruiting human resources, selecting, placing, and grouping employees, training, performance appraisal, as well as supervising and controlling company activities and employee attendance, various forms of appreciation for employees, as well as creating a safe and comfortable ecosystem as well as providing appreciation and relevant facilities. POM PT. Sinar Pandawa uses training as a way to increase the productivity of its employees.

Keywords: *Strategy, Human Resource Development, Employee Productivity*

Abstrak

Pada PMKS PT. Sinar Pandawa pencapaian produksi *Crude Palm Oil* (CPO) yang melebihi target ternyata tidak selaras dengan tingkat ketidakhadiran selama tiga tahun terakhir, maka bisa diduga itu bukan dari produktivitas karyawan. Oleh karena itu, produktivitas kerja karyawan masih perlu ditingkatkan. Penelitian ini bertujuan untuk mengetahui strategi pengembangan sumber daya manusia yang dilakukan oleh PMKS PT. Sinar Pandawa dalam meningkatkan produktivitas kerja karyawannya. Metode penelitian yang digunakan adalah pendekatan kualitatif dengan analisis deskriptif, dengan cara mengumpulkan data melalui wawancara, observasi dan dokumentasi. Hasil penelitian menunjukkan bahwa penerapan strategi pengembangan sumber daya manusia yang dilakukan PMKS PT. Sinar Pandawa untuk meningkatkan produktivitas karyawan adalah dengan menerapkan fungsi manajemen yaitu perencanaan, pengorganisasian, serta pengawasan dan pengendalian terhadap segala aktivitas yang dijalankan semua departemen yang didalamnya terdapat strategi perekrutan sumber daya manusia, seleksi, penempatan dan pengelompokan karyawan, pelatihan, penilaian kinerja, serta pengawasan dan pengendalian terhadap kegiatan perusahaan serta kehadiran karyawan, juga menciptakan ekosistem yang aman dan nyaman serta memberikan apresiasi dan fasilitas yang relevan. PMKS PT. Sinar Pandawa menggunakan pelatihan sebagai cara untuk meningkatkan produktivitas karyawannya.

Kata-kunci: *Strategi, Pengembangan Sumber Daya Manusia, Produktivitas Karyawan*

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INTRODUCTION

In the face of increasingly fierce competition, quality human resources are certainly a strength for a company to continue to live and be able to compete. So, companies need to carry out sustainable human resource development. Management makes systematic and sustainable efforts to improve employee competency and organizational performance through human resource development. Human resource development can be understood as an activity that needs to be carried out by a company to ensure that the knowledge, skills, and talents of employees are in line with the requirements of the work being done or it can also be said as an effort that is being made to change the organization in a better direction than before (Aisyah, & Nurliawati, 2020).

According to Gilley and Steven (2008), human resource development aims to strengthen the skills, knowledge, and capabilities of individuals in the context of their work, so that it has a positive impact on individual performance and overall organizational success. Effective human resource development can result in increased employee morale, productivity, and institutional potential (Hasbi, 2023). This program does not only focus on positions or jobs, but also develops individual perspectives, ways of thinking, collaborative abilities, and attitudes toward environmental changes. Indicators of development success are employee performance, employee discipline, employee absences, production and machine breakdown rates, employee accident rates, raw

material wastage rates, employee initiatives, employee incentive use behavior, and leadership and manager decisions (Mamik, 2016).

Before carrying out development, it is very important to carry out an analysis in determining the approaches and strategies needed by employees. Strategy can be defined as a complete and integrated company plan that is used to achieve company targets (Harahap, 2016). Factors that have an important influence on strategy are the external environment, internal resources and capabilities, and targets to be achieved. The development strategy that focuses on improving the quality of superior employees is part of an initiative to increase employee productivity (Ayas & Sinaga, 2019). Productivity is one of the key factors every company should consider. Work productivity is the ability to produce products in the form of goods or services by using a variety of resources or production factors that are utilized to increase the quality and quantity of work obtained in the industry to achieve the highest potential output of goods and services by using resources as effectively as possible (Mulyapradana, *et.al.*, 2020). Productivity is a form of critical performance measurement and can be a factor that is taken into account in making decisions (Hsen *et.al.*, 2018). Labor productivity is a concept that describes the relationship between the amount of labor used and the production results produced in a certain time unit. This concept shows that the product produced is higher than the standard that has been set (Baiti *et.al.*, 2020).

When an employee can make a product in the form of goods or services needed in a short time and is also precise, then the employee can be said to be productive (Sinaga, 2020). Low levels of work productivity will have an impact on organizational quality because work productivity is used to measure how well organizational resources perform certain tasks and how well they are aligned with the needs of its human resources (Sobandi, 2019). According to Simanjuntak (2020), the factors that affect the work productivity of company employees can be classified into two groups, namely factors related to the quality and physical abilities of employees and factors that are supporting facilities. Factors related to quality and physical abilities include the level of education, training, work motivation, work ethic, and mental and physical abilities of employees. Then the factors that are supporting facilities, which include the work environment and employee welfare.

PT. Sinar Pandawa is one of the industries engaged in oil palm plantations. This company has a palm oil mill, namely PMKS PT. Pandawa rays, which are located in Labuhanbatu Regency, North Sumatra Province. This factory produces several products, the main product of which is Crude Palm Oil (CPO). Other products produced are palm kernel, shell, solid and long ash. At PMKS PT. Sinar Pandawa has various fields of work so every employee must be able to understand the duties and roles of his field of work properly so that the operational activities carried out can run smoothly. However, some employees are less than optimal in doing their jobs due to lack of knowledge and

understanding or lack of skills regarding the work and can spend longer time and need the help of other employees in completing the work, so that it can have an impact on the results obtained by the company, which can affect productivity. Even though it has adequate facilities and infrastructure as well as financial support, the company's operations will not be successful without reliable human resources. Therefore, to obtain maximum results and increase productivity, a company needs to carry out development activities for existing human resources in a planned and sustainable manner.

Table.1 Data on the Achievement of Work Targets for PMKS Employees of PT.

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Year	Target	Achievement of Work Targets
2020	100 %	84,84 %
2021	100 %	73,54 %
2022	100 %	104,11 %

Source: Administration PMKS PT. Pandavas

Table 2. Data on Attendance and Absence Rates of PMKS Employees of PT. Pandavas light

Year	Employee Attendance Percentage	Employee Absenteeism Percentage
2020	95,59%	4,40%
2021	95,36%	4,63%
2022	95,55%	4,44%

Source: PMKS personnel PT. Pandavas light

Table 1 is data on the achievement of work targets for PT PMKS employees. Pandavas

light. So, it can be seen that the achievement of PT. Sinar Pandawa in producing Crude Palm Oil (CPO) from 2020-2022 which has fluctuated from year to year. Achievement of employee work targets at PMKS PT. Sinar Pandawa can be seen from the amount of CPO that has been successfully produced. In 2020, employees were able to achieve 84.84% of the set work targets. In 2021, the achievement of work targets has decreased to 73.54%. Then in 2022, the achievement of work targets has increased significantly to 104.11%, which shows a very good improvement compared to the previous year.

Table 2, explains the attendance and absence levels of PT PMKS employees. Pandavas light. The employee absence rate which reaches 4% can affect the company's operational activities due to a shortage of manpower when employees are absent. If there is a labor shortage, this can hinder the efficiency and productivity of the company. According to Flippo (2019), if the percentage of absenteeism ranges from 0 to 2 percent then employee attendance is considered good, if absenteeism ranges from 3 to 10 percent then employee attendance is categorized as high, and if the percentage of absenteeism exceeds 10 percent then employee attendance is considered unreasonable.

Even though achieving above the target can indicate good performance, it should also be noted that if only some employees achieve or exceed the target while some other employees do not achieve it, this can indicate an imbalance in employee development. In developing human

resources (HR), companies should have a balanced approach to improving the skills, knowledge, and abilities of employees as a whole.

The finding of the problem in this study is the achievement of Crude Palm Oil (CPO) production at PMKS PT. Sinar Pandawa's exceeding the target was not in line with the absenteeism rate for the last three years, so it can be assumed that it was not from employee productivity. When production achievement exceeds the target, while employee absenteeism is high, there may be other factors contributing to the increase. High levels of absenteeism could be a contributing factor to this misalignment. Research conducted by Putra & Sobandi (2019), provides information about human resource development having a large and beneficial impact on work productivity. Every employee must make improvements to their knowledge, skills, and motivation to maximize work productivity (Widayanti, 2023).

In line with Rachmawati, Pratiwi & Wulandari (2022), who provided information that a human resource management approach that can be applied to Sumber Cahaya Furniture to increase employee productivity is to provide regular training, assign tasks based on employee competence, and create easy communication between superiors and subordinates. The research conducted by Aruperes, Tewal & Jorie (2018) provides information that training using on-the-job training and off-the-job training methods has proven effective in improving the performance of employees of PT Indofood CBP

Sukses Makmur. Furthermore, research conducted by Handayani, (2020), provides information that to increase employee productivity, PT. Perkebunan Nusantara XIV (Takalar Sugar Factory) uses training strategies, annual performance appraisals, and increased effective communication. Supported by research conducted by Kurniawan, (2020), provides information that education and training simultaneously have a positive and significant impact on employee productivity. Based on the findings of these problems, further analysis is needed, especially to create design human resource development strategies that are useful for increasing employee work productivity at PMKS PT. Pandavas light. This is because the implementation of an effective human resource development strategy will contribute positively to increasing employee work productivity

RESEARCH METHOD

The method applied in this study is a qualitative approach with descriptive data analysis, which analyzes the human resource development strategy undertaken to increase employee work productivity at PMKS PT. Pandavas light. According to Bogdan and Taylor (2020), qualitative methodology is a research procedure that produces descriptive data in the form of written or spoken words from people and observed behavior. According to Abdullah, (2018), descriptive analysis is a type of research that aims to describe symptoms, facts, or events systematically and accurately regarding the characteristics of a particular population or area. This research is more oriented towards data

collection which can provide a clear and detailed picture of the research subject.

The population and samples taken in the study are called informants. Research informants are people who know or are directly involved in the problems being studied. Thus, the determination of informants was based on research studies, namely heads of administration, personnel, and employee representatives from the process department (operators). These were chosen because they have direct involvement with the topics in the research. Data collection techniques used include interviews, observation, and documentation. There are two types of data sources obtained, namely primary data and secondary data. Primary data is obtained when conducting interviews with employees who know the information needed. as well as make observations regarding the condition of the company and employee behavior. While secondary data were obtained from books, journals of previous researchers, and notes from PMKS PT. Pandavas light

RESULTS AND DISCUSSION

PMKS PT. Sinar Pandawa's vision is to become a productive, profitable, prosperous, and competitive oil palm plantation sustainably. To achieve its goals, PMKS PT. Sinar Pandawa implements management functions, namely planning, organizing, supervising, and controlling all activities carried out by all departments.

1. Human Resource Planning at PMKS PT. Pandavas light

Human resource planning is important so that companies can find out how much basic power is needed in each department so that it can be adjusted to what the company needs effectively and efficiently. So, if one day there is a shortage of workers, the company is obliged to add workers and know how much to add. Human resource planning is carried out by looking at the needs of each department (Harto, 2023). Withdrawal of human resources is mostly done from employee to employee or preferably recommendations from employees within the company. However, it can also come from outside the company, namely general job vacancies will be opened. The selection process is based on the conditions set by the company such as administrative selection which includes a cover letter, curriculum vitae, ID card, diploma, and skills possessed.

Then, the company also pays attention to the experience of the prospective employee, which of course must be related to the position or position needed, as well as the career path of the prospective employee in the previous company. If the conditions set by the company are considered appropriate, then the company will conduct a trial period of 3 (three) months for prospective employees. At the time of the trial, an assessment will be made of the prospective employee regarding whether or not the prospective employee is eligible. If during the probationary period, the employee candidate is deemed unsuitable, then the employee will be immediately terminated and a new candidate is sought, but if deemed suitable, the management will accept and process him as an employee. For

the placement of new employees, it will be adjusted to the position required by the company. The things considered in this placement are the skills and abilities possessed by employees, so that employees can be more comfortable and can easily adapt so that they understand better in carrying out their duties (Nadeak, 2023).

2. Organizing (Organizing) at PMKS PT. Pandavas light

Implementation of the organization carried out at PMKS PT. Sinar Pandawa, namely by grouping employees in certain departments according to their respective expertise. Then, there is an organizational structure that has determined the duties and responsibilities of each department in achieving company targets, such as office departments, maintenance departments, process departments (operators), sorting departments, and laboratory departments. There are several stages in organizing at PMKS PT. Sinar Pandawa, namely the allocation of tasks based on employee abilities, creating good working relationships among fellow employees and leaders with employees, delegating authority, merging and coordinating in the form of an organizational structure (Harto, 2023). Several ways to facilitate good coordination and communication among employees include holding team meetings or department meetings, collaborating and deliberating, and providing feedback (Sembiring, 2023).

3. Leading and Controlling at PMKS PT. Pandavas light

The form of supervision and control implemented by PMKS PT. Sinar Pandawa, namely the head of the department (leader) evaluates each of its members and provides direction to each member regarding the work to be carried out so that members better understand and understand their roles and responsibilities in the company, and also conducts work assessments every 6 (six) months (Hart, 2023). The job evaluation is generally based on three main aspects, namely technical aspects of work, non-technical aspects, and personality aspects (leader up). Employees ensure that the projects or tasks handled are completed on time by involving the foreman in the project completion process. The foreman is responsible for carrying out a checklist of work that has been completed and work that has not been completed. This action helps in identifying project progress and determining whether all required tasks have been completed promptly (Sembiring, 2023).

In addition, the company also supervises and controls employee attendance by checking employee attendance every day. Employee attendance is monitored by holding attendance by using fingerprint attendance. By holding attendance by using a fingerprint, the employee's time of attendance can be identified, so that employees who are late for attendance can also be identified. Employees who are late to attend will usually be given sanctions as a deterrent effect so that employees do not do this again,

and if this happens again, the employee will be given a warning letter (Nadeak, 2023).

4. Implementation of Human Resource Development Strategy at PMKS PT. Pandavas light

Based on the results of interviews conducted with the Head of Administration in terms of strategies applied in developing human resources to increase employee productivity, the form of human resource development was carried out by PMKS PT. Sinar Pandawa, namely by conducting training (training) both from parties within the company (internal) and outside the company (external) (Harto, 2023).

- a. Training, training within the company, both internal and external, tailored to the needs of employees.
- b. Internal training that focuses on developing job-specific technical skills. This training involves leaders and heads of departments who guide procedures and work rules. Leaders must explain or provide information about how to complete the work being done quickly and accurately. This helps employees understand the expectations and standards that must be met in their duties. Leaders can provide employees with tips and strategies for dealing with problems that may arise on the job. With a good understanding of how to effectively identify and solve problems, employees can overcome obstacles more quickly and prevent delays or disruption to productivity.
- c. The external training conducted can be categorized as supporting training in the

company's operational activities. This external training is carried out by an agency outside the company and can be carried out inside or outside the company area. Employees who participate in the training are required to share their knowledge and experience with colleagues after returning from the training. This training aims to provide understanding and skills to employees in dealing with emergencies or facing certain job risks.

5. Training from outside the company conducted by PMKS PT. The Pandawa Rays are:

- a. Dissemination of Fire Extinguishers. This socialization is carried out by an agency/institution that visits the company. Participants who took part in this socialization were employees who were representatives of each department. The duration of this training lasts for one day and is carried out in the company area.
- b. Occupational Safety and Health (K3) Training. This training activity is held by an external agency or institution in collaboration with the company. This training is usually carried out outside the company, or in a place provided by the agency conducting the training. Participants who took part in this training were employees selected to represent various departments of the company. Participants will take part in the training for approximately 10 days, which aims to

increase knowledge and skills in the field of occupational safety and health.

PMKS PT. Sinar Pandawa always prioritizes creating a comfortable work environment for its employees by prioritizing the work safety of its employees such as checking equipment, requiring employees to use PPE (Personal Protective Equipment) in the form of helmets, masks, earplugs, and safety shoes, as well as creating good relations between employees through holding gathering activities or meetings to create good communication so that it can also have a good impact on the company. A strong employee motivation at work is family. Employees want to provide a better life for their families, including providing a more decent living, good education, adequate health care, and overall happiness (Sembiring, 2023).

Based on the results of interviews conducted with PMKS personnel PT. Sinar Pandawa, to retain company employees, of course, continues to strive to improve the welfare of its employees (Nadeak, 2023).

- 1) Provision of holiday allowances and incentives.
- 2) Providing old-age insurance, pension security, health insurance, and other health services by involving all employees in BPJS Employment.
- 3) Provide housing facilities.
- 4) Providing transportation facilities for school children (school buses).
- 5) Provide places of worship (mosques).

In terms of incentives in the form of an annual bonus provided by the company for employees, sometimes employees feel that what is expected does not match the reality that is happening. Employees feel that they have worked optimally but do not get results that are in line with expectations, such as better incentives or bonuses. This is because employees do not understand the procedures for giving incentives implemented by the company (Sembiring, 2023).

Discussion

From the problems that occur it is known that the achievement of production at PMKS PT. Sinar Pandawa exceeds the target not because of employee productivity, but because other factors contribute to achieving high production, namely effective company management and careful planning, as well as employee training and development. With a focus on effective management, careful planning, and employee development through training, PMKS PT. Sinar Pandawa can achieve high production achievements even though there is a high employee absenteeism factor.

The human resource development strategy carried out by PMKS PT. Sinar Pandawa to increase employee productivity, namely through training and implementation of management functions, namely planning, organizing, as well as supervising and controlling all operational activities of the company. Research conducted by Putri, et al (2022) provides information that in a Unilever Indonesia corporate environment, the

application of the human resource management function aims to increase employee work productivity.

In human resource planning, PMKS PT. Sinar Pandawa also sets the goal of expanding and developing to obtain a good quality workforce. This is implemented by recruiting new workers and training employees who need them. PMKS PT. Sinar Pandawa uses training as a way to increase the productivity of its employees. By involving employees in training, it shows that PMKS PT. Sinar Pandawa cares about developing employee skills and knowledge, as well as making employees more qualified so that employee productivity can increase and company targets can also be achieved properly. In line with research conducted by Wahyuningsih (2019), it provides information that training has a positive and significant effect on employee work productivity. In other words, if employees receive training, it can increase their work productivity.

PMKS PT. Sinar Pandawa implements employee organization by dividing them into departments according to their expertise. This aims to facilitate adaptation and understanding of tasks and roles. These departments work in a coordinated and mutually supportive way to achieve common goals. With a good organizational approach and a clear organizational structure, PMKS PT. Sinar Pandawa succeeded in increasing employee productivity and achieving company goals effectively. Control and supervision at PMKS PT. Sinar Pandawa is carried out to monitor the

company's operational activities, achieve company goals, and resolve problems or errors that may occur. PMKS PT. Sinar Pandawa implements control and supervision activities that involve deliberations between leaders and department heads (leaders) for decision-making. The decision taken is then conveyed to the employee. In addition, the company conducts performance appraisals every 6 months using the aspects that have been determined as a reference. The company also implements a fingerprint attendance system as a form of monitoring employee attendance and fostering discipline.

With the implementation of this strategy, PMKS PT. Sinar Pandawa can ensure effective control, and proper supervision, and maintain employee discipline, which in turn can improve overall organizational performance and productivity. Wardhana & Zainarti, (2022), provide information that there is a positive and significant relationship between work discipline and employee work productivity, meaning that if employee work discipline increases, employee work productivity also tends to increase, conversely if employees are less disciplined in carrying out their duties. Their work productivity also tends to decrease. A comfortable work environment for employees is important for PMKS PT. Sinar Pandawa to increase employee productivity. In a comfortable work environment, employees feel valued, supported, and motivated to work with efficiency and achieve higher levels of productivity. Based on research conducted by Izzaty & Aslami, (2022), shows that as many as 85.37% of employees

agree with the statement that an uncomfortable work environment can result in decreased employee performance as well. This means, if the work environment feels comfortable then employees tend to be more motivated, and productive so that employee performance will also increase. Therefore, organizations need to create a conducive and comfortable work environment to support optimal employee performance.

The most important employee motivation is family, so the company must create a work environment that cares for the employee's family. By providing support and creating a caring work environment for employees' families, companies can maintain strong employee motivation and produce employees who are happier, more motivated, and more dedicated to carrying out their duties. By providing appreciation and facilities that include incentives such as annual bonuses and holiday allowances, as well as facilities such as housing, school buses, places of worship, and health BPJS, it means that PMKS PT. Sinar Pandawa has formed an ecosystem that creates comfort for employees.

Therefore, by creating a comfortable ecosystem and providing relevant facilities, companies can increase employee satisfaction, motivation, and well-being. In the long run, this can have a positive impact on employee productivity, as they feel valued and supported by the company they work for. Research conducted by Nasution, Rahmani & Hasibuan (2023), provides information that simultaneously works motivation and work

environment have an important and positive influence on employee job satisfaction at PT. Sunlife Financial Cab. Medan. This means that work motivation and work environment have an important role as a driving factor in employee job satisfaction. High work motivation encourages employees to give their best and increase their work productivity. In addition, a positive and supportive work environment creates a pleasant working atmosphere and strengthens the relationship between employees and the company.

In the case of incentives such as an annual bonus, it is important for the company to clearly explain to employees the procedure for providing incentives. Employees need to understand the criteria and targets that must be achieved to qualify for receiving bonuses, as well as how bonuses are calculated. By understanding this procedure, employees can have more realistic expectations and understand that incentives are based on predetermined achievements. Research conducted by Sulistiani and Syahrinullah (2023) provides information that providing incentives and motivation has a positive effect on employee work productivity. This fact is supported by evidence that providing incentives and motivation can stimulate employee morale and passion so that their work productivity increases to the maximum and contributes to the company's success.

CONCLUSION

Production achievement at PMKS PT. Sinar Pandawa exceeds the target not because of employee productivity, but because other factors

contribute to achieving high production, namely effective company management and careful planning, as well as employee training and development. With a focus on effective management, careful planning, and employee development through training, PMKS PT. Sinar Pandawa can achieve high production achievements even though there is a high employee absenteeism factor. The implementation of the human resource development strategy carried out by PMKS PT. Sinar Pandawa to increase employee productivity is to implement management functions, namely planning, organizing, supervising, and controlling all activities carried out by all departments in which there is a strategy for recruiting human resources, selecting, placing, and grouping employees, training, performance appraisal, and supervising and control over company activities and employee attendance. PMKS PT. Sinar Pandawa also creates a comfortable ecosystem and provides appreciation and relevant facilities so that companies can increase employee satisfaction, motivation, and welfare which can have a positive impact on employee productivity.

The advice that researchers can give is that companies need to communicate policies and procedures for providing incentives to employees, such as by holding meetings or outreach sessions that involve all employees to explain directly about the incentive system. Then, pay more attention to employee attendance to avoid delays and high absenteeism which can interfere with productivity, and give

appreciation for good attendance so that good work discipline can also be created. Furthermore, employees also need to be more aware of their obligations to carry out their duties and responsibilities as well as possible within the company by understanding and obeying the rules set by the company. Due to the limitations of this study, the researcher suggests that further researchers consider using additional data collection approaches or methods, such as questionnaires and literature studies to further explore the topic being studied.

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