

HR ANALYSIS TO IMPROVE EMPLOYEE PERFORMANCE USING SWOT AND QUANTITATIVE STRATEGY PLAINING MATRIX (QSPM) METHOD (CASE STUDY OF PT BUMIDA MEDAN)

Yeni Afrilinda Lubis¹, Hendra Harmain², Aqwa Naser Daulay³

^{1, 2, 3}Sharia Insurance, Universitas Islam Negeri Sumatera Utara

[¹yeniaprilinda24@gmail.com](mailto:yeniaprilinda24@gmail.com) , [²hendra.harmain@uinsu.ac.id](mailto:hendra.harmain@uinsu.ac.id)

[³aqwanaserdaulay@uinsu.ac.id](mailto:aqwanaserdaulay@uinsu.ac.id)

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Abstract

The purpose of this study is to clarify what problems are causing the decline in employee productivity and what can be done to improve employee productivity, as well as to clarify problems related to improving employee productivity and QSPM analysis of improvement strategies. Employee productivity of PT Bumida Medan. PT Bumida Medan is an insurance company that offers various types of insurance products. After observation and discussion with the management of PT Bumida Medan, it was found that among the various problems faced by the staff were many staff who were not disciplined regarding permission to participate. Many employees came late to the office to ask for permission. In addition, the insurance sales plan was not achieved. The insurance sales target also slumped due to higher costs and lower employee productivity. Based on these problems, it can be concluded that the main problem faced by PT Bumida Medan is low employee productivity. To overcome all these problems, the company needs to improve or increase the productivity of its employees. Therefore, this study uses the SWOT approach to determine strategies to improve employee productivity at PT Bumida Medan and among the many alternative strategies to improve employee productivity, the author uses the QSPM technique to evaluate the optimal strategy to be chosen. The results of this study are based on the results of the IFE matrix, indicating that the evaluation of optimal strategies must go through the WT strategy, namely a lack of

career ladder, clarifying ranks, manual work methods, maintaining marketing graphics. In addition, the WT strategy in square V explains that companies can use market penetration strategies, as well as HR and product development through clear career ladder training, job promotions, work methods according to needs, modern marketing penetration to increase product sales. The suggestions in this study are expected that PT Bumida Medan can develop a performance improvement plan in order to perform better.

INTRODUCTION

Performance describes the level of success of implementing activities or policy programs in achieving the goals, objectives, missions, and visions of the organization as outlined in the planning strategy. Productivity is the result of the ability to obtain and manage resources in different ways to achieve excellence.(Siregar et al., 2024). Productivity is the result of work done or contributed by employees in relation to their duties and responsibilities to the company. High productivity can be achieved by all business leaders who recognize the need to support employees through the role of management in providing direction for the work done by each employee.(Satriyo, 2019). Job satisfaction is a goal that must be achieved by every employee.

Employees must achieve this while working. Job satisfaction is the overall attitude of the community towards their work. Employees who are satisfied with their jobs also feel better about their jobs. When employees are dissatisfied with the services provided by the organization, productivity decreases. Dissatisfied employees are less likely to support the goals and values of the organization.(Nasution et al., 2020).

Employees with one or more years of experience have experience in a variety of jobs depending on their specific skills. Employees expect to have access to high-quality materials that help them perform their jobs more effectively. Employee experience also improves work performance and productivity by making it easier to complete tasks successfully. Maintaining and increasing productivity is good for business.(Berutu & Harahap, 2022). There are many ways that companies can do to improve their workforce to become quality workers, including through self-development, providing motivation to employees, and providing remuneration that is in accordance with employee expectations. This is expected to prevent an imbalance between workers and companies.(Karsim, 2023).

PT Bumida Medan still lacks work discipline and productivity. This can be seen from employees who are late, the marketing team is less effective in promoting insurance products, unproductive work hours, and employees who are less productive in a month. To overcome all these problems, the company needs to improve or increase the productivity of its employees. To improve the quality of its workforce, the company needs to take various steps, such as identifying weaknesses, strengths, threats and opportunities, and understanding the advantages of competitors, especially in terms of human resources. From the explanation above, it seems that researchers are interested in raising this problem as teaching material.

In today's financial industry, every company must always offer the best to its customers. Human resources (HR) are an important element in business.(Juliansyah, 2017). As stated by Mathis and Jackson (2006), "Human resources are the main element in building a company's system and must be monitored and managed effectively and efficiently to achieve company goals." Improving the quality of a company's human resources can stimulate increased production and economic growth. Therefore, the quality of human resources is one of the factors needed to improve a company's performance.(Imron et al., 2023).

Competitive human resources are one of the determining factors for success in the era of globalization, where competition is getting tighter and national boundaries are disappearing in the way people interact. To win and take advantage of existing opportunities, human resource development must prioritize the acquisition of competencies in certain fields that will strengthen national and global competitiveness.(Gunawan & Rahmani, 2022). An employee's satisfaction with his/her job performance shows that the employee is satisfied with his/her job. In addition to happiness, job satisfaction can also be understood as an employee's expectation of the rewards he/she receives from his/her job.(Dwi Franadita and Nuri Aslami, 2022).

Human Resource Management

Human resource management in business is described as the management of the allocation, selection, use, development, and maintenance of an organization's essential resources, especially individuals. Human resource management includes planning for the acquisition, development, compensation, integration, retention, and termination of human resources, the concepts and tasks of human resource management, and organizing to achieve individual goals. and controlling. Organizations and Society(Puspitasari et al., 2013). Dessler G. (2000) defines human resources as the process of acquiring, training, evaluating, providing rehabilitation and managing the human relations, health, safety and justice issues of a company's employees. Human resource management is a branch of

management science that focuses on the human resource component in the management process. Human resource activities include determining the suitability of prospective employees, recruiting personnel, selecting prospective employees, coordinating training and development, evaluating performance and rewarding employees.(Windari et al., 2023).

Based on the various points of view that have been discussed above, it can be concluded that human resource management plays an important role in meeting human resource needs from planning to termination, with the aim of achieving organizational goals. According to Mr. Edwin B. Filippo and Malayu SP, Hasibuana (2016:21), the functions of human resource management are:(Yasmita & Suherman, 2024)

1) Management functions

a. Planning

Planning is the process of setting goals, selecting the best available options, and implementing guidelines. Selecting the workforce needed by the organization is an example of human resource planning. Planning during the search process is essential to analyze the positions that need to be filled and the number of people needed.(Utami et al., 2023).

b. Organization

Organization is defined as a process method for identifying, classifying, and arranging the various tasks required to achieve goals. You can organize your employees by grouping them based on specialization and providing them with the resources they need to do their jobs.(Tia & Aisyah, 2023).

c. Supervision

Supervision is the process of controlling various aspects of a company's operations to ensure that the provisions of the plan are being followed. Supervision can be defined as the practice of monitoring activities to determine what expectations are being met and to change any deviations that occur. Expectations are goals to be achieved or programs planned to be completed within a certain period of time. The main purpose of monitoring is to ensure that what is planned becomes a reality. Providing comprehensive supervision will allow the agency to better understand the management problems that arise. That way, you can wisely respond to any problems that arise(Jamrizal, 2022).

d. Motivation

Motivation is one aspect of human psychology that influences a person's level of commitment. Motivation includes variables that initiate, convey, and maintain a person's behavior in a certain decision direction. Motivation can also be interpreted as a driving force that gives someone

joy in their work, allows them to work together, work well, and put all their efforts into achieving satisfaction. We expect employees who are not only competent, capable and qualified, but also motivated to work hard and strive to achieve the best possible performance results. (Praditya, 2022)

e. School year

Evaluation, also known as control, is a reporting system activity that is consistent with the overall reporting structure, sets standards of behavior, monitors results based on desired quality against objectives, takes corrective action, and provides incentives. Through evaluation, companies can measure the level of success of their organization. (Mumtahana et al., 2017).

a. **Employee performance**

Performance comes from the word performance. Performance, on the other hand, is defined as the result of effort or work performance. Effectiveness means the implementation of previously planned activities. Human resources that have the capacity, capacity, motivation and commitment to achieve results (Fatih et al., 2024). A business or institution is a system of interconnected subsystems that work together to achieve a specific goal. This system includes expectations of superior performance from each individual. In this scenario, individual efficiency and organizational efficiency are closely related.

Employee performance is the qualitative and quantitative results of employee work carried out in accordance with the tasks given to the employee. Umam (2010:186) said: According to (Khaerul et al., 2024) performance is a record of results achieved in a job or activity during a certain period of time in relation to organizational goals. The issue of ownership and efforts to recycle economic resources are interrelated issues. Although human effort and labor do not guarantee ownership, society tries to maintain professionalism in it. Carrying out economic activities without producing results is in vain, so in order for the business to be successful, society needs to have the awareness to maximize its capabilities.

Based on the explanation above, it can be concluded that performance is the result of efforts or actions taken in carrying out the tasks and responsibilities given to employees to achieve company goals.

b. **Internal factor evaluation (IFE) analysis.** This matrix assesses the internal state of a company by identifying its strengths and weaknesses. (Papulova & Papulova, 2006):

- c. **External factor evaluation (EFE) analysis.** This matrix is used in conjunction with the Internal Factor Evaluation Matrix (IFE Matrix) to create an external-internal matrix. (Taufiqurrahman & Sulistyowati, 2022).
- d. **Analysis Hard Work.** According to David (2006), this Matrix includes SO strategies (utilizing strengths and exploiting opportunities), WO strategies (utilizing opportunities and overcoming weaknesses), ST strategies (utilizing strengths and preventing threats), and WT strategies (weaknesses) and (threats) (Kanaya et al., 2024).
- e. **Internal-external (IE) matrix analysis.** EFE matrix on the Y-axis. On the other hand, the internal-external matrix (IE matrix) by David (2006) is shown in the figure. below:

Total Nilai Skor Matriks IFE

		4,0	Kuat	3,0	Rata-rata	2,0	Lemah	1,0
Total Nilai Skor Matriks EFE	Tinggi		I <i>Growth and build</i> (tumbuh dan membangun) Intensif/Integratif		II <i>Growth and build</i> (tumbuh dan membangun) Intensif/Integratif un)		III <i>Bold and maintain</i> (menjaga dan mempertahankan) Penetrasi pasar dan pengembangan produk	
	Sedang	3,0	IV <i>Growth and build</i> (tumbuh dan membangun) Intensif/Integratif		V <i>Bold and maintain</i> (menjaga dan mempertahankan) Penetrasi pasar dan pengembangan produk		VI <i>Harvest or divest</i> (panen atau divestasi)	
	Rendah	2,0	VII <i>Bold and maintain</i> (menjaga dan mempertahankan) Penetrasi pasar dan pengembangan produk		VIII <i>Harvest or divest</i> (panen atau divestasi)		IX <i>Harvest or divest</i> (panen atau divestasi)	
		1,0						

Figure 1. Internal-External (IE) Matrix

- f. **Quantitative Strategic Planning Matrix (QSPM).** This QSPM attempts to show which alternative is best. QSPM is used to evaluate various tactics objectively. QSPM is a technology that allows strategists to communicate objective strategic alternatives based on previously identified important internal and external success variables.

2. Research Methods

This research method uses qualitative research which includes internal and external factors.(Muhammad Ikhsan Harahap et al., 2019)and natural and functional objects of PT Bumida Medan, while quantitative research requires weighting and ranking of internal and external factors as part of a strategic plan to achieve these goals. improve employee performance. The purpose of the study was to develop a performance improvement plan to help PT Bumida Medan perform better. This study involved eight employees of PT Bumida Medan. Employees of PT Bumida Medan conducted interviews and filled out questionnaires to collect data.

3. Results and Discussions (Results and Discussions) Internal Factor Evaluation (IFE) Analysis

Internal environmental analysis is carried out by reviewing factors within the company that are strengths and weaknesses for the company.

NO	Faktor Internal	Bobot	Rating	Skor
	Kekuatan			
1	Pemimpin yang bijaksana dan peduli	0,17	2,50	0,42
2	Kenyamanan lingkungan kerja	0,15	2,16	0,32
3	Kekeluargaan lingkungan kerja	0,15	2,16	0,32
Total		0,47		1,06

No	Kelemahan	Bobot	Rating	Skor
1	Kurangnya disiplin waktu karyawan	0,17	2,50	0,42
2	Jenjang karir yang kurang	0,18	2,66	0,47
3	Kurangnya kompetensi karyawan	0,17	2,50	0,42
Total		0,52		1,31
Jumlah total		1.0		2,37

Table 1 IFE
Analysis 2.37 External Factor Evaluation (EFE)

Analysis

The external environment includes variables outside the company that can present opportunities and risks. The purpose of an external audit is to create a short list of possibilities and dangers that the company can take advantage of or avoid. (Harahap et al., 2022).

NO	External Factors	Weight	Rating	Score
	Opportunity			
1	Field Service that improves worksame team	0.17	2.33	0.39
2	Collaborating with various agencies	0.19	2.66	0.50
Total		0.36		0.89
No	Threat	Weight	Rating	Score
1	The way of working is still manual	0.29	4	1.16
2	competing companies that marketmore diverse products	0.17	2.33	0.39
3	Foreign companies carrying out penetration	0.18	2.50	0.45
Total		0.64		2
Total number		1.0		2.89

Table 2 EFE Analysis 2.89

Internal External (IE) Matrix Analysis

Internal External Matrix Analysis is a portfolio matrix used to accurately determine the different divisions within a business. This matrix combines data from the IFE and EFE matrices to determine the position or strength of the company in relation to internal and external conditions. Based on the results of the IFE and EFE matrices, the IE matrix is produced by adding up the total weighted scores on the IFE matrix of 1.06 for strengths and 1.31 for weaknesses, and the EFE of 0.89 for opportunities and 2 for threats.

	4,00	3,0	2,0
I		II	1,0 III
3,0			
IV		V	VI
2,0			
VII		VIII	IX
1,0			

Table 3. IE analysis

SWOT Analysis

Alternative strategies can be obtained by combining internal and external factors of the company, based on the results of elimination using the IFE and EFE matrices that describe the strengths and weaknesses of the company, as well as the opportunities and threats faced by the company using SWOT. Matrix (Strengths, Weaknesses, Opportunities, and Threats). The SWOT matrix produces four types of strategies: SO (strengths opportunities), WO (weaknesses opportunities), ST (strengths threats), and WT (weaknesses threats)(Kristanto & Purwanto, 2017).

Internal	STRENGTH (S)	WEAKNESSES (W)
Eksternal	<ol style="list-style-type: none"> Memiliki pemimpin yang bijaksana dan peduli Kenyamanan lingkungan kerja Kekeluargaan lingkungan kerja 	<ol style="list-style-type: none"> Kurangnya disiplin waktu karyawan Jenjang karir yang kurang Kurangnya kompetensi karyawan
OPPURTUNITIES (O)	STRATEGI (SO)	STRATEGI (WO)
<ol style="list-style-type: none"> Dinas lapangan yang meningkatkan kerja sama tim Bekerja sama dengan berbagai instansi 	<ol style="list-style-type: none"> Meningkatkan kepemimpinan yang bijaksana dan peduli terhadap para karyawan secara merata Meningkatkan kenyamanan lingkungan kerja bagi para karyawan secara berkesinambungan Meningkatkan tingkat kekeluargaan antar karyawan Meningkatkan kerja sama yang baik dan berkesinambungan antar departemen Melakukan gathering secara berkesinambungan setiap setahun sekali 	<ol style="list-style-type: none"> Meningkatkan disiplin karyawan setiap departemen dengan diberikannya sebuah punishment dan reward Membuat karir development yang jelas untuk karyawan Memberikan pelatihan dan pengembangan kemampuan secara merata antar departemen Peningkatan kemampuan dengan terjun ke lapangan

Table 4 SWOT Analysis

The results of the SWOT analysis of PT Bumida Medan to improve employee performance are not good because they are based on the IFE and EFE matrices. Therefore, the IE matrix calculation is used. IE Matrix is a measure and circle by showing the percentage of revenue contribution (sales). The IE Matrix strategy alternative is developed from the Grand Strategy model parameters using the company's internal strengths and external strengths faced. In this study, the IE Matrix was created using the total sum of the IFE matrix weights (1.31 for weaknesses and 1.06 for strengths). The EFE Matrix shows 0.89 for opportunities and 2 for threats. The weighting is used in the IE matrix analysis and then projected into the IE matrix to determine the company's position. As a result, the company's current position is in quadrant 5, indicating a Brave and Maintained position. Internal conditions are getting worse because the company is not aware of the opportunities and risks that exist. However, the company is trying to improve efficiency in all areas to increase productivity and profitability (Hasby & Nurbaiti, 2023)

QSPM Matrix Analysis

Based on the SWOT matrix analysis and IE matrix, several alternative marketing strategies are generated. The resulting strategies will be arranged into a QSPM matrix.

QSPM Matrix Analysis Table

No	Internal – External Factors	Weight Value	Alternative Strategy					
			Program Improvement Employee Competence		Leader Training Program		Build Discipline With Punishment and Reward	
	Strength/Power		US	BAG	US	BAG	US	BAG
1	Have a wise and caring leader	0.17	4	0.68	3	0.51	4	0.68
2	Comfort of working environment	0.15	4	0.6	2	0.3	3	0.45
3	Family work environment	0.15	4	0.6	2	0.3	2	0.3
	Weakness/Weakness							
1	Lack of discipline employee time	0.17	4	0.68	3	0.51	4	0.68
2	Lack of career ladder	0.18	4	0.72	4	0.72	3	0.54
3	Lack of employee competence	0.17	4	0.68	3	0.51	4	0.68
	Opportunities							
1	Field service that improve teamwork	0.17	4	0.68	4	0.68	4	0.68
2	Collaborating with various agencies	0.19	3	0.57	4	0.76	3	0.57

	Threats							
1	How it works still manual	0.29	1	0.29	1	0.29	1	0.29
2	Competing companies which markets more diverse products	0.17	1	0.17	1	0.17	1	0.17
3	Foreign companies who performs Penetration	0.18	1	0.18	1	0.18	1	0.18
	Total			5.85		4.93		5.22

Analytical calculations using the QSPM matrix of strength indicators, the highest TAS value is Having a Wise and Caring Leader with a value of employee competency improvement program 0.68, leader training program 0.51 and building discipline with punishment and reward 0.68. QSPM matrix indicator Weakness, the highest TAS value is Lack of Career Level with a value of employee competency improvement program 0.72, leader training program 0.72 and building discipline with punishment and reward 0.54. QSPM matrix indicator Opportunities, the highest TAS value is Field Service that improves teamwork with a value of employee competency improvement program 0.68, leader training program 0.68 and building discipline with punishment and reward 0.68. QSPM matrix indicator Threats, the highest TAS value is Manual working method with a value of employee competency improvement program 0.29, leader training program 0.29 and building discipline with punishment and reward 0.29. The QSPM matrix also shows that the employee development planning program has the highest TAS value, namely the lowest career level with a TAS of 0.72. This technique is carried out by educational and administrative staff. The first of the four evaluation strategies is to have a wise and caring leader with a value of 0.68.

The second factor is the lack of employee time management with a score of 0.68. The third factor is low-quality personnel with a score of 0.68. Finally, field service fosters teamwork and ensures that employee performance is evaluated so that each employee follows the same career path. Continue to improve collaboration according to company needs. Build good and long-term relationships with various institutions and expand cooperation that is beneficial

to all parties.

5. Conclusion (Closing)

Based on the descriptions that have been presented in previous chapters, it can be concluded that the conclusion that the SWOT Analysis of PT Bumida Medan in improving employee performance is very good because it is related to the results of the IFE matrix and EFE matrix. The IE matrix is made based on the total sum of the weighted points of the IFE matrix of 1.31. Weaknesses 1.06, Strengths 1.06, EFE Opportunities 0.89, and Threats 2. The weighted rating is the input for the IE Matrix analysis and is displayed in the IE Matrix so that it places the company in Quadrant V which is brave and safe. In addition, based on mathematical analysis using the QSPM matrix, the Employee Competency Strategy Program was determined to have the highest TAS value of five, including a bad career TAS of 0.72. Having a wise and caring leader with a test score of 0.68. A bag value of 0.68 indicates that the employee lacks time management. A bag value of 0.68 indicates inadequate employee competence. Finally, field service that prioritizes teamwork has a bag value of 0.68.

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