STRATEGY TO INCREASE THE WORK MOTIVATION OF SUPERVISORS (PLANT MANDORS) AT PT FAP AGRI, Tbk NUNUKAN REGENCY KALIMANTAN UTARA PROVINCE

Khalid Sunny[1], Elly Jumiati[2], Etty Wahyuni[2]

[1]Master of Agricultural Science student, Faculty of Agriculture, Universitas Borneo Tarakan, Tarakan
[2, 3] Lecturer of Agribusiness Department, Faculty of Agriculture, Universitas Borneo Tarakan, Tarakan
Corresponding Email : khalidsunny55@gmail.com

Abstract

Human Resources (HR) plays a crucial role in achieving corporate goals, especially in the context of increasingly competitive globalization. Effective HR management is expected to improve organizational performance and maximize company profitability. Employee performance appraisal serves as the main measuring tool in evaluating individual contributions to company goals, as well as determining rewards or consequences for employees. Work motivation is an important factor affecting employee performance, with high motivation potentially increasing productivity and job satisfaction. This research focuses on PT FAP AGRI, Tbk, where a decline in work motivation among Supervisors has been identified, potentially influencing their decision to quit their job. This study aims to provide recommendations for improving work motivation through strategies such as developing reward programs, improving communication, and supervision, as well as optimizing training and technology programs. The research method involved a census of all Supervisors who graduated from the Training Center at PT FAP AGRI, Tbk, with data analysis using descriptive and quantitative methods. The formulation of strategies to increase Supervisor work motivation at PT FAP AGRI, Tbk involves three main stages: 1) Input Stage: Identification and analysis of internal and external factors needed to formulate strategies; 2) Matching Stage: Internal-External (IE) and SWOT analysis based on the results of the Input Stage; and 3) Decision Making Stage: Evaluation of alternative strategies using the Quantitative Strategic Planning Matrix (QSPM). The results show that the suggested strategies including the development of reward programs, improved communication, and the use of technology, as well as collaboration with educational institutions and utilization of government support, can significantly improve Supervisors' work motivation and performance. This research provides an important basis for formulating effective HR policies to achieve the company's strategic goals.

Keywords: Work motivation, Development strategy, QSPM

1. INTRODUCTION

Human Resources (HR) plays a very important role in achieving company goals, especially in the context of globalization which tightens business competition. In an increasingly competitive environment, companies are now increasingly focused on efforts to develop the quality of human resources as a key strategy to improve organizational growth and performance. Thus, effective HR management is expected to become a significant asset, encourage improved organizational performance, and ultimately, maximize company profitability. Vosloban (2012) states that employee performance contributes significantly to the overall performance of the company, emphasizing the importance of performance evaluation as an integral part of HR management strategy.

Employee performance appraisals serve as the primary measuring tool in evaluating individual contributions to company goals. The results of these assessments can determine rewards for employees who achieve or exceed set standards, including promotions, compensation increases, or other incentives. Conversely, employees whose work results fall below the standard may be

STRATEGY TO INCREASE THE WORK MOTIVATION OF SUPERVISORS (PLANT MANDORS) AT PT FAP AGRI, Tbk NUNUKAN REGENCY KALIMANTAN UTARA PROVINCE

Khalid Sunny[1], Elly Jumiati[2], Etty Wahyuni[2]

subject to consequences such as transfer or dismissal. This appraisal process also gives the company an idea of the extent to which their strategic objectives have been achieved.

Work motivation is an important factor that affects the level of employee performance. Low motivation can result in decreased productivity and non-optimal work results, while high motivation has the potential to increase employee morale and satisfaction. According to Anoraga (2009), employees with high motivation tend to show maximum effort in their work, are committed to achieving the best results, and strive to develop themselves and their duties. Work motivation is influenced by various factors, both internal and external. These external factors include welfare, rewards, work environment, tenure, and education and training provided to employees (Robinson & Judge. (2013).

At PT FAP AGRI, Tbk, a decline in work motivation among Supervisors has been identified, which is reflected in a decrease in discipline, appearance, and loss of motivation for a career in the company. This phenomenon has resulted in the decision of a number of Supervisors to quit their jobs. Data from the HR department shows that out of 109 Supervisors and Plant Clerks who graduated from the Training Center (TC), as many as 14 people have quit their jobs before reaching one year of service (HR PT FAP AGRI, Tbk, 2023). This decline is an important basis for conducting further research on the factors that influence Supervisor work motivation and strategies that can be applied to improve it. This research aims to provide recommendations for the company in formulating effective policies to improve HR performance and, in turn, achieve the company's strategic goals.

2. LITERATURE REVIEW

Work motivation is an internal force that arouses, directs, and influences the intensity and persistence of individual behavior at work. According to Riadi (2020), work motivation involves energy from inside and outside work, focusing on effort, direction, intensity, and persistence. Motivation determines the direction of behavior, level of effort, and resilience to challenges. Bangun (2012) asserts that motivation encourages individuals to carry out tasks according to functions in the organization, while Fahmi (2013) explains that motivation is behavior directed to meet needs. Hasibuan (2014) mentions motivation as the stimulation of desire and driving force of work willingness with certain goals. Badeni (2013) defines motivation as a process that produces intensity, direction, and persistence of individuals in achieving goals. Robbins and Judge (2015) added that motivation is a process that explains the strength, direction, and persistence of individuals to achieve goals.

Hartatik (2018) adds that work motivation causes, channels, and supports behavior to work hard and enthusiastically, which involves mental processes such as cognition and affection. Motivation is a mental symptom or conation that shows the will to do something (Fahmi, 2018). Sumardjo et al (2018) emphasize that work motivation involves behaviors and factors that affect the intensity, direction, and perseverance in achieving organizational goals, with influences from internal and external factors.

According to Herzberg's theory cited by Hasibuan (2019), work motivation factors are divided into several main indicators: 1) Achievement: The drive to achieve optimal performance through the development of creativity and ability; 2) Recognition: Awards and recognition from the company for achievements, which increase the status of individuals; 3) The Work Itself: The quality of work results depends on the ability and proper selection of employees; 4) Responsibility: Involvement and self-mastery in completing work; 5) Advancement: Training and development to improve performance outcomes and responsibilities; and 6) Development of individual potential (The Possibility of Growth): Efforts to improve employee capabilities through education and training.

Afandi (2018) divides motivation indicators into dimensions 1) Reward: Compensation such as gifts, rewards, and promotions; 2) Working conditions: A work environment that is comfortable, safe, and supports employee activities; 3) Work facilities: Adequate facilities and

infrastructure to support the smooth running of work; 4) Work achievement: Work results achieved according to targets and individual achievements; and 5) Recognition from superiors: Praise and assessment of employee performance. According to Armstrong (2006), foremen are responsible for managing employee performance, providing training, and ensuring that workers meet set standards. Foremen serve as a link between top management and workers, and their role includes monitoring productivity, enforcing policies, and improving employee skills.

According to the theory of duties and responsibilities, foremen have the primary responsibility of organizing and supervising operational activities in the field. Robinson (2010) explains that foremen must ensure that work is carried out in accordance with established technical specifications and quality standards. Their duties include planning work schedules, monitoring progress, and handling problems that arise in the field. Foremen are also responsible for ensuring work safety and operational efficiency.

In the context of oil palm plantations, foremen are responsible for various operational aspects that include labor management, crop maintenance, and monitoring and assessing production yields. They must have technical knowledge of crop maintenance and the managerial skills to effectively manage a team. Foremen must also be able to adapt their approach to field conditions and the needs of workers, as well as ensure that good work practices are followed to maintain productivity and quality of crops and adequate knowledge in the management of oil palm plantations (Sulistiyana, 2018).

Strategy, derived from the Greek word strategos (general), literally means "the art of the general." In the context of management, strategy refers to the placement of the company's mission, setting goals, and formulating and implementing policies to achieve organizational goals by integrating external and internal forces (Syafi'i, 2001). Strategy encompasses an overarching approach that involves ideation, planning, and execution over a period of time. An effective strategy involves coordination of work teams, identification of supporting factors according to rational principles, efficiency in funding, and tactics to achieve goals effectively (Fandi, 2000).

According to Hunger and Wheelen (2011), strategic management involves applying long-term concepts to connect various aspects of an organization, and has been proven to be effective in business. While formal processes can help, the success of strategic management depends more on future orientation than on written strategic planning alone. Research shows that effective strategic planning should focus more on how the planning process can steer the organization in the desired direction.

Porter (2008) argues that a company's internal forces affect its ability to serve customers and achieve profits. Changes in these factors require the company to reassess its position in the market. Porter's Five Forces Model explains that the intensity of competition in an industry is influenced by five main forces: a) the intensity of competition among existing players, b) the threat of new entrants, c) the bargaining power of suppliers, d) the bargaining power of buyers, and e) the threat of substitute products.Dalam merumuskan strategi pengembangan, analisis SWOT (Strengths, Weaknesses, Opportunities, Threats) digunakan untuk mengevaluasi peluang dan tantangan di lingkungan eksternal serta kekuatan dan kelemahan internal organisasi. mengemukakan bahwa matriks SWOT mempermudah perumusan strategi dengan mengelompokkan elemen-elemen SWOT dalam tabel.

Quantitative Strategic Planning Matrix (QSPM) is an analytical tool used to evaluate and prioritize strategies based on the relative attractiveness of various alternatives. David (2011) explains that QSPM helps in choosing the best strategy by considering important success factors from both external and internal, and is the final step in strategy formulation. QSPM analysis provides an objective evaluation of existing alternative strategies, based on the weights of the internal and external matrices.

STRATEGY TO INCREASE THE WORK MOTIVATION OF SUPERVISORS (PLANT MANDORS) AT PT FAP AGRI, Tbk NUNUKAN REGENCY KALIMANTAN UTARA PROVINCE

Khalid Sunny[1], Elly Jumiati[2], Etty Wahyuni[2]

3. IMPLEMENTATION METHOD
3.1 Research Time and Place
The determination of the research location was carried out purposively, namely by selecting samples based on certain reasons related to the nature of the sample (Singarimbun & Effendi, 2006). This research was conducted at PT FAP AGRI, Tbk, which is engaged in oil palm plantations, with areas covering East Kalimantan and North Kalimantan. The research started in October 2023 and lasted until March 2024.

3.2 Determination of Population and Sample
The method used is a census, which is a data collection technique that involves counting the entire population or sample unit, so that all elements of the population are represented in the data collected. This method can be done in various ways, such as door-to-door, mail out/mail in, or online. In this study, the census method was used to collect data from all Supervisors (Foremen) of Training Center (TC) graduates who are still working at PT FAP AGRI, Tbk Regional North Kalimantan, since 2022 until now, with a total of 109 people.

3.4 Data Analysis Techinique
The methods used in this research are descriptive methods and quantitative methods. Nazir (2003) explains that descriptive method is a research method to make a description of the situation or event, with the accumulation of data obtained. The data analysis method used to determine the obstacles and problems in increasing the work motivation of the Plant Foreman Supervisor and Plant Clerk at PT FAP AGRI, Tbk is to use SWOT analysis (Strengths, Weaknesses, Opportunities and Threats).

This research uses SWOT analysis based on the concept of David (1993). SWOT analysis means analysis based on Strength Weakness, Opportunities, Threats, namely Strengths, Weaknesses, Opportunities Constraints. Through SWOT analysis, it will help in the final conclusion of the research. SWOT analysis uses an internal factor evaluation (IFE) matrix and an external factor evaluation (EFE) matrix, where IFE includes strengths and weaknesses and EFE includes opportunities and challenges. Each quadrant is a combination of external factors (opportunities and threats) and internal factors (strengths and weaknesses) (David, 2011).

Table 1. Matrix SWOT

External Factors / Internal Factors	*Strengths* (S)	*Weaknesses* (W)
Opportunities (O)	SO Strategy Using strengths to take advantage of opportunities	WO Strategy Minimize weaknesses to exploit opportunities
Threats (T)	ST Strategy Using strengths to overcome threats	WT Strategy Minimize weaknesses to avoid threats

Source: David, 2011

After getting the results of the SWOT matrix calculation, the next step is to create a SWOT analysis diagram with the following conditions:
I.   Aggressive Strategy (Positive - Positive)
     Where this strategy allows the company to continue to carry out activities to increase growth and development.

II.   Diversification Strategy (Positive - Negative)
Where despite facing threats, the company still has internal strengths so it is expected to multiply strategies.

III.   Defensive Strategy (Negative - Positive)
Where the company has great opportunities, but on the other hand also has weaknesses so it is advisable to change the previous strategy.

IV.   Turn Around Strategy (Negative - Negative)
In this strategy the Company is in a very unfavorable situation, because it is faced with weaknesses and threats.

The final stage in the strategy formulation process is decision making. The analysis used at this stage is the Quantitative Strategic Planning Matrix (QSPM). This analysis technique helps select the best strategy to choose based on several alternative strategies that have been made at the previous matching stage. The basic form of QSPM is as follows:

Table 2. Basic Form of QSPM

Key Factors	Weight	Strategy Alternative			
		1		2	
		AS	TAS	AS	TAS
EKSTRENAL					
Opportunities					
....					
Threats					
....					
INTERNAL					
Power					
....					
Weaknesses					
....					
Total					
Rating					

Source: David, 2009

The left column consists of the external and internal factors resulting from the EFE and IFE matrices in the input stage. The upper part contains recommended strategy alternatives, resulting from the SWOT matrix. The weight column is filled in based on the assessment obtained by each factor in the EFE and IFE matrix in the previous input stage. The main components of the QSPM analysis consist of: external (opportunities and threats) and internal (strengths and weaknesses) key factors, weighting values, Attractiveness Score (AS), Total Attractiveness Score (TAS) and Sum Total Attractiveness Score (STAS).

Calculate the Sum Total Attractiveness Score (STAS) by summing up the TAS of each row of the main key factors. The highest STAS value in the alternative strategy column indicates that the strategy is more attractive than other strategies, so it is a recommendation to be prioritized and implemented.

4. RESULTS AND DISCUSSION
4.1 Characteristics of Respondents
The characteristics of respondents in this study include age, education, experience, number of dependents, and Supervisor training. These factors affect the Supervisors' ability to think and make decisions related to their work (Sulistiyana, 2018). Most of the respondents were male,

STRATEGY TO INCREASE THE WORK MOTIVATION OF SUPERVISORS (PLANT MANDORS) AT PT FAP AGRI, Tbk NUNUKAN REGENCY KALIMANTAN UTARA PROVINCE

Khalid Sunny[1], Elly Jumiati[2], Etty Wahyuni[2]

reflecting the gender dominance in this sector, where there are more male Supervisors than female. This difference may be influenced by family responsibilities and access to education (Blau & Kahn, 2017). Out of a total of 109 Supervisors, the proportion of men is higher due to the structure of the position, with 6 Plant Foremen and 1 Plant Clerk per Estate of 500-750 Ha. The age of respondents ranged from 15-54 years old, with 51.38% falling within the 20-25 years old range, indicating the majority are at productive age. Age affects the activity and physicality of workers, where young workers tend to be more dynamic (Grönlund, 2011). Education is an important factor for individual development and work productivity. Most respondents have a high school diploma, meeting the minimum requirements for the position of foreman. This education provides the basic skills essential for work in oil palm plantations (Heckman & Krueger, 2003). Work experience and training play a crucial role in improving performance. Relevant training can update skills and support career development, while work experience develops practical skills and necessary knowledge (Parziale, 2014; Noe et al., 2010; Goldstein & Ford, 2002). Foremen and Plantation Clerks collaborate to ensure efficient plantation operations, with Foremen focusing on supervision and Clerks on administration.

4.2 Strategy Formulation

The Strategy for Increasing Work Motivation of Supervisors (Plant Foremen) at PT FAP AGRI, Tbk was prepared in three stages. Phase I includes basic information, such as identifying and analyzing internal and external factors, which are needed to create a strategy. Stage II is matching, using the Internal-External (IE) analysis and SWOT analysis generated from Stage I. Stage III is the decision-making stage, using the SWOT analysis that has been obtained.

Table 3. Internal Factors of Increasing Work Motivation of Supervisors (Plant Foreman) of PT FAP AGRI, Tbk.

Internal Factors Strengths	Internal Factors Weaknesses
1. Routine Assessment and Evaluation	1. Lack of Rewards and Incentives
2. Consistent Employee Supervision and Appraisal	2. Limited Job Mastery and Self-Development
3. Target Achievement as a Personal Need	3. Weak Leadership Skills
4. Foreman Work Clinic Program	4. Ineffective Communication
5. Career Development Opportunities	5. High Workload and Responsibility Hours
6. Continuous Training and Development	

Source: Primary Data (processed), 2024

Regular supervision and evaluation ensure work standards are maintained and employees get constructive feedback on how to improve their performance, which encourages them to achieve their goals and increase company productivity. Practical on-the-job guidance is available through the foreman work clinic program to resolve issues and improve operational efficiency. Employee loyalty and retention increase when there are clear career development opportunities. Participating in ongoing training and development ensures that employees have up-to-date knowledge and skills to face challenges and changes. Conversely, a lack of rewards and incentives can leave employees unmotivated and unproductive, negatively impacting company performance. Employee confusion and dissatisfaction can be caused by poor leadership, leading to a lack of clear direction and guidance. Errors and decreased work efficiency occur due to a lack of communication between management and employees, which hinders the exchange of important information. In addition, high workloads and responsibilities can lead to stress and burnout, which negatively affect employees' health and output quantity (Robbins et al (2013); Yukl (2013); Dessler (2017); Noe et al (2019)).

Table 4. External Factors of Increasing Work Motivation of Supervisors (Plant Foreman) of PT FAP AGRI, Tbk.

External Factors Opportunities	External Factors Threats
1. High Growth of Palm Oil Market	1. Competition for Labor Absorption with Other Companies
2. Government Policy Changes in Favor of Palm Oil	2. Competitor's Policy on Providing Additional Premiums (Overtime)
3. Improved Growth of the Oil Palm Plantation Sector in Kalimantan Utara	3. Competition in Employee Facilities and Welfare
4. Kalimantan Utara Provincial Government Support in the Form of Assistance and Subsidy Policy	4. Competition in Cooperation with Assisted Vocational High Schools (SMK)
5. Cooperation with Assisted/Partner Vocational High Schools (SMK)	

Source: Primary Data (processed), 2024

The booming palm oil market is supported by government policies such as tax incentives and ease of licensing (Robbins & Judge, 2013). The North Kalimantan Provincial Government supports businesses with aid and subsidies, which reduces operational costs and increases competitiveness (Dessler, 2017). Due to competition in employment, recruitment and retention of quality employees can be difficult. To combat this, businesses can offer competitive compensation, such as health benefits, career development programs, and attractive salaries (Yukl, 2013). Changing overtime policies and providing incentives such as performance awards or flexibility in working hours can also help (Dessler, 2017). Companies should improve employee well-being by providing a comfortable work environment, wellness programs, and additional benefits if employees feel their work environment elsewhere is better (Robbins & Judge, 2013). A consistent flow of labor can be guaranteed by strengthening cooperation with vocational schools through industry-based training programs, scholarships, and internships (Noe et al., 2019).

Table 5. Internal Factor Evaluation (IFE) Matrix for Improving Work Motivation of Supervisors (Plant Foremen) of PT FAP AGRI, Tbk

Strategic Factors	Weight	*Rating*	*Score*
Internal Factors			
Strengths			
Routine Assessment and Evaluation	0,098	4,000	0,391
Consistent Employee Supervision and Appraisal	0,101	4,000	0,404
Target Achievement as a Personal Necessity	0,099	4,000	0,397
Foreman Work Clinic Program	0,100	4,000	0,401
Career Development Opportunities	0,100	4,000	0,401
Continuous Training and Development	0,098	4,000	0,393
Total Strength	0,597		2,386
Weakness			
Lack of Rewards and Incentives	0,078	3,000	0,234
Limitations in Job Mastery and Self-Development	0,080	3,000	0,241
Weak Leadership Skills	0,088	3,000	0,263
Ineffective Communication	0,087	3,000	0,261
High Workload and Responsibility Hours	0,070	3,000	0,211
Total Weakness	0,403		1,210
Total Internal	1,000		3,597

Source: Primary Data (processed), 2024

STRATEGY TO INCREASE THE WORK MOTIVATION OF SUPERVISORS (PLANT MANDORS) AT PT FAP AGRI, Tbk NUNUKAN REGENCY KALIMANTAN UTARA PROVINCE

Khalid Sunny[1], Elly Jumiati[2], Etty Wahyuni[2]

Tabel 6. External Factor Evaluation (EFE) Matrix for Improving Work Motivation of Supervisors (Plant Foremen) of PT FAP AGRI, Tbk

Strategic Factors	Weight	*Rating*	*Score*
External Factors			
Opportunities			
High Growth of Palm Oil Market	0,135	4,000	0,540
Government Policy Changes in Favor of Palm Oil	0,133	4,000	0,532
Improved Growth of the Oil Palm Plantation Sector in Kalimantan Utara	0,131	4,000	0,523
Kalimantan Utara Provincial Government Support in the Form of Assistance and Subsidy Policy	0,130	3,000	0,389
Cooperation with Assisted/Partner Vocational High Schools (SMK)	0,131	3,000	0,392
Total Opportunities	0,659		2,376
Threats			
Competition for Labor Absorption with Other Companies	0,098	2,000	0,196
Competitor's Policy on Providing Additional Premiums (Overtime)	0,080	1,000	0,080
Competition in Employee Facilities and Welfare	0,083	2,000	0,165
Competition in Cooperation with Assisted Vocational High Schools (SMK)	0,080	2,000	0,161
Total Threats	0,341		0,602
Total External	1,000		2,978

Source: Primary Data (processed), 2024

Based on the analysis of the IFE and EFE matrix scores at the input stage, the total IFE score for the work motivation of the Supervisor of PT FAP AGRI, Tbk is 3.597, with details of the Strength score of 2.386 and the Weakness score of 1.210. The total EFE score is 2.978, consisting of an Opportunities score of 2.376 and a Threats score of 0.602. These weighted scores are depicted in the analysis diagram, with the SO (Strength and Opportunities) strategy emerging from quadrant I, indicating a favorable situation for business development. The coordinate position (0.92 : 1.85) in the SWOT matrix shows a combination of positive-positive values, signaling an effective strategy for employee management development and business growth.
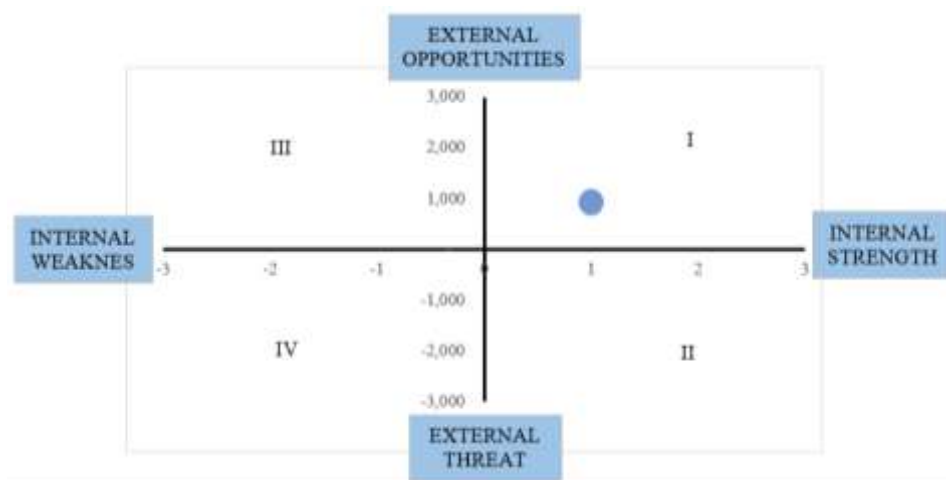

Image 1. SWOT Cartesian Diagram

Based on the IFAS and EFAS matrix analysis, increasing the work motivation of the Supervisor of PT FAP AGRI, Tbk is in Quadrant I, indicating a very favorable condition with the strengths and opportunities that the company can take advantage of. PT FAP AGRI, Tbk is in the growth stage, with increasing revenue and cash flow. This is a good time to set new goals, reorganize the organizational structure, strengthen marketing strategies, and explore community and business partnerships. At this stage it is important to build a solid corporate culture, clearly define roles, and recruit the right individuals to strengthen relationships with potential clients and partners (Natalia, 2021).

The work motivation of supervisors (plant foremen) has increased at PT. FAP AGRI, Tbk. It is currently in the growth and development stage. Intensive strategies, such as market penetration and product development, and integrative strategies, such as forward integration, are used. PT FAP AGRI, Tbk is currently concentrating on the construction and development of plantation areas to utilize land that has growth potential with the aim of increasing production capacity and efficiency. The company improves productivity and operational efficiency through the use of improved varieties, better maintenance techniques, and more sophisticated management systems.

A forward integration strategy, as described by David (2009), is an approach used to gain ownership or increase control over distributors and retailers. In the context of PT FAP AGRI, Tbk, this strategy can be applied by developing businesses in the downstream sector, such as processing palm oil into final products, such as cooking oil, biofuel, or cosmetics. Through downstream integration, the company can improve its control over the supply chain, add value to its products, and maximize profits. In addition, this strategy allows the company to directly control the market, thus strengthening its competitive position.

Based on the strengths, weaknesses, opportunities, and threats obtained through the analysis of internal and external factors. Then alternative strategies can be formulated using the SWOT matrix as shown in the following table:

Table 7. SWOT Matrix for Improving Work Motivation of Supervisors (Plant Foreman) PT FAP AGRI, Tbk

	Strength (S)	*Weakness (W)*
	1. Routine Assessment and Evaluation 2. Consistent Employee Supervision and Appraisal 3. Target Achievement as a Personal Need 4. Foreman Work Clinic Program 5. Career Development Opportunities 6. Continuous Training and Development	1. Lack of Rewards and Incentives 2. Limited Job Mastery and Self-Development 3. Weak Leadership Skills 4. Ineffective Communication 5. High Workload and Responsibility Hours
Opportunities (O)	*SO Strategy*	*WO Strategy*

STRATEGY TO INCREASE THE WORK MOTIVATION OF SUPERVISORS (PLANT MANDORS) AT PT FAP AGRI, Tbk NUNUKAN REGENCY KALIMANTAN UTARA PROVINCE

Khalid Sunny[1], Elly Jumiati[2], Etty Wahyuni[2]

1. High Growth of Palm Oil Market 2. Government Policy Changes in Favor of Palm Oil 3. Improved Growth of the Oil Palm Plantation Sector in Kalimantan Utara 4. Kalimantan Utara Provincial Government Support in the Form of Assistance and Subsidy Police 5. Cooperation with Assisted/Partner Vocational High Schools (SMK	1. Optimization of Career Development and Training Programs in Support of Palm Oil Market Growth (S6, S5, O1, O2) 2. Collaboration with Vocational High Schools for Employee Supervision and Development (O5, S2, S4) 3. Utilization of Government support for Rountine Evaluation and Development (O4, S1, S3): 4. Improved Training and Career Development in Kalimantan Utara (O3, S6, S5) 5. Utilize Technology Advancement (O3, S6)	1. Increased Rewards and Incentives by Capitalizing on Market Growth and Government Policies (O1, O2, W1) 2. Personal and Leadership Development through Government Support and Cooperation with Vocational Schools (O4, O5, W2) 3. Improved Communication and Workload Management in the Context of Plantation Growth (O3, W4) 4. Establish a Clear Job Description (W2, W5, O3) 5. Setting both Short-Term and Long-Term Targets (W2, W5, O2, O3)
Threat (T) 1. Competition for Labor Absorption with Other Companies 2. Competitor's Policy on Providing Additional Premiums (Overtime) 3. Competition in Employee Facilities and Welfare 4. Competition in Cooperation with Assisted Vocational High Schools (SMK)	**ST Strategy** 1. Strengthening Career Development and Training Programs to Address Workforce Competition (S5, S6, T1) 2. Improve Supervision and Appraisal to Improve Employee Welfare and Facilities (S2, S1, S3,T3) 3. Strengthening the Foreman Work Clinic Program and Training to Handle Competition in Cooperation with Assisted 4. Vocational Schools (S4, S6, T4) 5. Retain workers who have qualified skills and responsive attitudes (S5, T2, T3)	**WT Strategy** 1. Development of Rewards and Incentive Programs to Address Competition in Employment (W1, T1) 2. Improved Leadership and Communication to Face Competition in Employee Facilities and Welfare (W3, W4, T3) 3. Getting Alternative Cooperation with Other Parties (W1, W2, W4, T1, T4)

Source: Primary Data (processed), 2024

Based on Table 8, in general there are 17 (seventeen) strategies to increase the work motivation of supervisors (plant foremen) of PT FAP AGRI, Tbk, of the 17 strategies obtained, these strategies can be regrouped into 7 (seven) strategies, namely: 1) Optimization of Career Development and Training Programs; 2) Collaboration with Educational Institutions; 3)

Development of Reward and Incentive Programs; 4) Utilization of Government Support; 5) Improvement of Supervision and Assessment; 6) Utilization of Technology; and 7) Improved Communication and Workload Management.

These 7 (seven) strategies will be analyzed with the Quantitative Strategic Planning Matrix (QSPM) which is a technique that can objectively determine alternative strategies that are prioritized. QSPM analysis uses input from the IE and SWOT matrix analysis. To determine the value of priority strategies based on the assessment of competent expert respondents, namely 1) Mr. Ujang Hendar (L&D Manager); 2) Mr. Kiki Ariananda (L&D Asst. Manager); 3) Mr. Hendra Prayoga (Training Officer); 4) Mr. Ryan Wahyu Hidayat (R&D Manager); and 5) Mr. Ade Canda Saputra (Askep Rayon A PT. KHL 1). The following Table 4.19 is the result of the calculation of QSPM analysis to increase the work motivation of supervisors (plant foremen) of PT FAP AGRI, Tbk in the research area.

Table 8. Selection of Alternative Strategies to Increase Work Motivation of Supervisors (Plant Foreman) PT FAP AGRI, Tbk

No	Strategy Prioritization	STAS	Rating
1	Optimization of Career Development and Training Programs	0,924	4
2	Collaboration with Educational Institutions	0,887	6
3	Reward and Incentive Program Development	1,017	1
4	Utilization of Government Support	0,875	7
5	Improved Supervision and Assessment	0,944	3
6	Technology Utilization	0,902	5
7	Improved Communication and Workload Management	0,969	2

Source: Primary Data (processed), 2024

Based on the results of the QSPM analysis, the priority order of strategies to increase the work motivation of supervisors (plant foremen) of PT FAP AGRI, Tbk is obtained as follows:

1. Reward and Incentive Program Development
   To increase the work motivation of supervisors (plant foremen), a reward and incentive program should be established. This includes providing bonuses, recognition, and performance-based incentives to improve performance and productivity. It is likely that the program will reward both financially, such as bonuses and salary increases, as well as non-financially such as certificates, public recognition, and opportunities for further training. Clear and transparent performance criteria, open communication about available rewards, and regular evaluations to ensure the program remains relevant and fair are the solutions for this strategy to succeed. Involving Supervisors in program design can also improve acceptance and performance (Van Eerde, 2015; Faizal, Sulaeman and Yulizar, 2019).
2. Improved Communication and Workload Management
   One way to increase the work motivation of Supervisors (Plant Foremen) is to improve communication and manage workload. This includes implementing an effective communication system and achieving workload balance. Supervisors always get the necessary information and can provide feedback easily by using communication technology and weekly meetings. Working with good workload management, which includes performance monitoring and fair distribution of tasks, reduces the risk of burnout and increases efficiency. Communication training for Supervisors, implementation of project management tools to organize tasks, and regular evaluations to adjust workloads are solutions to this strategy. (Fransiska and Tupti, 2020).

STRATEGY TO INCREASE THE WORK MOTIVATION OF SUPERVISORS (PLANT MANDORS) AT PT FAP AGRI, Tbk NUNUKAN REGENCY KALIMANTAN UTARA PROVINCE

Khalid Sunny[1], Elly Jumiati[2], Etty Wahyuni[2]

3. Improved Supervision and Assessment

One way to increase Supervisor (Plant Foreman) work motivation through improved supervision and appraisal is to implement a more rigorous performance monitoring system and clear criteria-based evaluation. To ensure that Supervisors' performance is in line with expected standards, digital monitoring tools and periodic evaluation routines can be used to achieve this goal. Training Managers and Supervisors on new techniques for supervision and appraisal, keeping the evaluation process open to avoid conflicts, and providing useful criticism and rewards for results are ways to ensure that this approach is successful. (Alsuwaidi et al., 2021; Laoli and Ndraha, 2022).

4. Optimization of Career Development and Training Programs

To increase Supervisor (Plant Foreman) work motivation through optimizing career Development and training programs, it is necessary to create a comprehensive and sustainable program that includes technical, managerial, and soft skills training, as well as a clear and open career path. To ensure this strategy works well, management must be actively involved in designing and overseeing the program, ensuring adequate budget and resources, and using Manager feedback to continuously improve the program. Periodic evaluation and adjustments as needed are also important to ensure that the program remains relevant and effective. (Julianita, 2018; Niati, Siregar and Prayoga, 2021).

5. Technology Utilization

The use of plantation management software, crop monitoring applications, and automation tools are strategies to increase Supervisors' work motivation. With these technologies, managers can see real- time crop conditions, better manage tasks, and make data-driven decisions. Supervisors must be thoroughly trained on the use of new technologies, have adequate infrastructure, and get ongoing technical support to ensure that this approach is successful. To ensure increased productivity and motivation, regular evaluation of the technology's impact is also necessary. (Rongjian, Obomufok and Khan, 2019; Tapi and Makabori, 2024).

6. Collaboration with Educational Institutions

To increase the work motivation of Supervisors (Plant Foremen) through collaboration with educational institutions, universities and SMKs should work together to provide appropriate training and skills development programs. Internships, practical training, and workshops conducted by experienced teachers can be part of this collaboration. Develop a curriculum that matches industry needs, provide incentives to supervisors who participate in the program, and conduct continuous monitoring and evaluation to find out how effective the program is. In addition, this method can increase Supervisor motivation and create a clearer career development path. (Stachová et al., 2019; Arshed, Ahmad and Hanif, 2022).

7. Utilization of Government Support

Training subsidies, tax incentives and government skills development programs are some of the ways to encourage Supervisors (Plant Foremen) to work with government support. Businesses can save money on training and gain access to great development programs and resources with this support. Identify relevant government programs, submit proposals or applications for support, and work closely with relevant government agencies to ensure optimal utilization of this strategy. In addition, measuring and reporting on the results of the support is essential to demonstrate how effective it is. (Indarjanti and Bodroastuti, 2012; Regen et al., 2020).

5. CONCLUSION AND SUGGESTIONS

5.1. CONCLUSION

From the results and discussion, the following conclusions can be drawn:

1. Based on the IFAS and EFAS Matrices, increasing the work motivation of supervisors (plant foremen) of PT FAP AGRI, Tbk is at the grow and build stage, an intensive strategy (market penetration and product development) or an integrative strategy (forward integration). Currently, PT FAP AGRI Tbk is still developing or expanding their plantation area. The purpose of this expansion is to utilize land that has growth potential and increase production capacity and efficiency.

2. Based on the results of the QSPM analysis, it is obtained that the priority order of strategies to increase the work motivation of supervisors (plant foremen) of PT FAP AGRI, Tbk is 1) Development of Reward and Incentive Programs, 2) Improved Communication and Workload Management, 3) Improved Supervision and Assessment, 4) Optimization of Career Development and Training Programs, 5) Utilization of Technology, 6) Collaboration with Educational Institutions and 7) Utilization of Government Support.

5.2. SUGGESTIONS

Some suggestions that can be applied at PT FAP AGRI, Tbk to increase Supervision work motivation include:

1. Improvement and improvement of external supervision, such as the work environment, type and nature of tasks, and supervision salary so as to increase supervision work motivation.

2. PT FAP AGRI, Tbk is expected to immediately make internal company policies in accordance with the alternative strategies that have been concluded in the research.

REFERENCES

Afandi, P. (2018). Manajemen Sumber Daya Manusia. Yogyakarta: Zanafa Publishing.

Alsuwaidi, M., Alshurideh, M., Al Kurdi, B., & Salloum, S. A. (2021). Performance appraisal on employees' motivation: A comprehensive analysis. In *Proceedings of the International Conference on Advanced Intelligent Systems and Informatics 2020* (pp. 681–693).

Amstrong, Michael, 2006, Seri Pedoman Manajemen Sumber Daya Manusia. A Hand Book Of Human Resources Management, Alih Bahasa Sofyan Cikmat Dan Haryanto, Elek Media Komputindo, Jakarta

Anoraga, P. (2009). Psikologi Kerja. Jakarta: Rineka Cipta.

Arshed, N., Ahmad, M., & Hanif, U. (2022). Assessing the impact of diversity and ageing population on health expenditure of United States. *International Journal of Health Planning and Management*, 37(1), 228-245. DOI: 10.1002/hpm.3256.

Badeni. 2013. Kepemimpinan dan Prilaku Organisasi. Bandung: Alfabeta.

Bangun, Wilson. (2012). Manajemen Sumber Daya Manusia. Jakarta: Erlangga.

Blau, F., & Kahn, L. (2017). The Gender Wage Gap: Extent, Trends, and Explanations. Journal of Economic Literature, 789-865.

David, F. R. (2011). Manajemen strategis: Konsep (Edisi kedua belas). Terjemahan Indonesia. Jakarta: Salemba Empat.

Dessler, G. (2017). Human resource management (15th ed.). Pearson.

Fahmi, Irham. (2013). Manajemen Kinerja, Teori dan Aplikasinya. Alfabeta Bandung

Faizal, R., Sulaeman, M., & Yulizar, I. (2019). Pengaruh budaya, motivasi kerja, dan kompetensi terhadap kinerja karyawan. *Jurnal EBA: Journal Economics, Business, and Accounting*, 5(1), 11-21.

Fransiska, Y., & Tupti, Z. (2020). Pengaruh Komunikasi , Beban Kerja dan Motivasi Kerja Terhadap Kinerja Pegawai. Jurnal Ilmiah Magister Manajemen, 3(2), 224–234.

STRATEGY TO INCREASE THE WORK MOTIVATION OF SUPERVISORS (PLANT MANDORS) AT PT FAP AGRI, Tbk NUNUKAN REGENCY KALIMANTAN UTARA PROVINCE

Khalid Sunny[1], Elly Jumiati[2], Etty Wahyuni[2]

Goldstein, I. L., & Ford, J. K. (2002). Training in Organizations: Needs Assessment, Development, and Evaluation (4th ed.). Wadsworth/Thomson Learning.

Grönlund, H. (2011). Identity and volunteering intertwined: Reflections from the values of young adults. *Voluntas: International Journal of Voluntary & Nonprofit Organizations, 22*(3), 852–874.

Grönlund, A., & Stenberg, A. (Eds.). (2016). *Economic Perspectives on Crafting Inclusive Growth in Developing Asia*. Emerald Group Publishing.

Hartatik, Puji, Indah (2018). Sumber Daya Manusia, Jogjakarta: Laksana

Hasibuan, H. M. (2019). Manajemen Sumberdaya Manusia. Jakarta: Bumi Aksara.

Hasibuan, Malayu. (2014). Manajemen Sumber Daya Manusia, Cetakan keempatbelas, Jakarta, Penerbit : Bumi Aksara

Heckman, J. J., & Krueger, A. B. (Eds.). (2003). *Inequality in America: What Role for Human Capital Policies?* MIT Press.

Indra, Agussabti, Atikah, Q. (2017). Development Strategy of Fish Processing Unit in Aceh Besar District , New Social Economics of Sustainable Agriculture and Food System: The Rise of Welfare State Approach , International Conference and Congress of The Indonesian Society of Agricultural Economics (ICC-ISAE), Bali, 23 - 25 Agustus 2017, Bogor, The Indonesian Society of Agricultural Economics (ISAE/PERHEPI), 0, 2579-3101.

Indarjanti, P., & Bodroastuti, T. (2012). Effect of Ability, Business and Organizational Support on Performance. Journal of Accounting and Business Studies, 1(1), 18-25.

J. David Hunger and Thomas L. Wheelen, 2003. *Manajemen strategis*. Yogyakarta: Andi.

Kuncoro, Murdrajat. (2006). Ekonomi Pembangunan. Penerbit Salemba Empat, Jakarta.

Laoli, E. S., & Ndraha, T. P. (2022). Pengaruh Sistem Pengendalian Manajemen Terhadap Kinerja Pegawai. Jurnal Akuntansi, Manajemen Dan Ekonomi, 1(1), 15–20. https://doi.org/10.56248/jamane.v1i1. 8

Michael E. Porter. (2008). Competitive Advantage (Keunggulan Bersaing): Menciptakan dan Mempertahankan Kinerja Unggul. Kharisma Publishing. Tangerang.

Muchlisin, Riadi. (2020). Motivasi Kerja (Pengertian, Jenis, Aspek, Asas, BentukDanFaktor Pendorong). www.kajianpustaka.com. https://www.kajianpustaka.com/2020/08/motivasi-kerja.html

Nazir, M., 2003. *Metode Penelitian, Cetakan Kelima.* Jakarta: Ghalia Indonesia.

Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2019). Human resource management: Gaining a competitive advantage (11th ed.). McGraw-Hill Education.

Parziale, A. (2014). Complexity in Economics: Cutting Edge Research. In M. Faggini & A. Parziale (Eds.), *New Economic Windows* (pp. 1-245). Springer International Publishing. https://doi.org/10.1007/978-3-319-05185-7

Regen, E., Müller, J., & Schmidt, T. (2020). The Impact of Digital Transformation on Organizational Performance: Evidence from Germany. Journal of Business Research, 112, 298-310. DOI: 10.1016/j.jbusres.2020.02.045.

Robinson, S.P., & Judge, T. A. (2013). *Organizational Behavior* (15th ed.). Pearson.

Rongjian, Y., Obomufok, I. N., & Khan, K. N. (2019). The Role of Advanced Technology in Agricultural Innovation. Crimson Publishers.

Singarimbun, M., & Effendi, S. (2006). *Metode penelitian survei*. Jakarta: LP3ES.

Stachová, K., Papula, J., Stacho, Z., & Kohnová, L. (2019). Effect of Talent Management on Firm Competitiveness: Evidence from the Czech Republic. *Sustainability*, 11(18), 5075. DOI: 10.3390/su11185075.

Sulistiyani, A. T., & Rosidah. (2018). *Manajemen sumber daya manusia: Pendekatan teoritik dan praktik untuk organisasi publik*. Yogyakarta: Gava Media.

Sumardjo, M., Sumardjo, M., & Priansa, D. J. (2018). Manajemen Pengembangan Sumber Daya Manusia. Bandung: Alfabeta.

Tapi, D., & Makabori, H. (2024). The Perception and Interest of Career Choices in Agriculture: Case of Agroecotechnology and Agribusiness Students. Habitat Journal, Vol. 33, No. 2, pp. 186-200. DOI: 10.21776/ub.habitat.2022.033.2.19.

Tarigan, Robinson. 2010. Ekonomi Regional: Teori dan Aplikasi, Bumi Aksara, Jakarta

Van Eerde, W. (2015). Motivational and self-regulated learning: A review of the literature. Educational Psychology Review, 27(1), 95-108. https://doi.org/10.1007/s10648-014-9262-4

Vosloban, I. (2012). *The importance of performance evaluation in the context of human resource management*.

Yukl, G. A. (2013). Leadership in organizations (8th ed.). Pearson.

Wheelen, T. L., & Hunger, J. D. (2012). *Strategic management and business policy* (13th ed.). New York: Pearson.