

HUMAN RESOURCE DEVELOPMENT STRATEGIES IN OIL PALM PLANTATION COMPANIES: A SWOT ANALYSIS APPROACH

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Abstract

PT. X is a company that has shifted its commodity from rubber to oil palm plantations. The company faces many challenges and difficulties in increasing the capacity and competence of its employees to support company productivity. The development of quality Human Resources (HR) can support various operational aspects. This study was conducted to analyze the factors influencing HR development at PT X using a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. This study uses the SWOT analysis method to evaluate internal and external factors influencing HR development. Data were obtained through questionnaires and employee interviews at the company. A descriptive approach was used to provide an in-depth overview of the condition of HR development in the company. This study was conducted from August to October 2024. The results show that the condition of Human Resources in the company is in quadrant I, which leads to an aggressive strategy of using strengths to seize opportunities. HR development strategies include increasing training and technical assistance, focusing on modern cultivation skills, forming work groups, and increasing land productivity for optimal and sustainable results

Keywords : *SWOT Analysis, HR Development, Palm Oil*

INTRODUCTION

As one of Indonesia's largest export agricultural commodities, oil palm plays an important role in generating significant foreign exchange and taxes. In addition, in the process of industrial production and processing, oil palm plantations also create employment opportunities and open up jobs, especially for the community, which in turn improves their welfare (Ditjenbun, 2019). The palm oil industry is considered a labor-intensive industry, as it provides employment opportunities for around 16.2 million people. This number consists of 4.2 million workers who work directly in the palm oil sector and 12 million workers who are indirectly involved. Therefore, efforts to develop the palm oil sector continue to be made in order to create decent jobs and increase labor productivity (BPDP, 2021). Skilled and trained personnel is desperately needed by oil palm plantation enterprises. Job objectives and tasks are understood when HR management is done well. For best results, HR recruitment practices should be standardized. When evaluating a corporation, productivity measurement is crucial. Plantation management understands that human resources (HR) are a critical component of success and must be developed via training and education (Sari, 2021). The role of human resources in relation to Indonesia's CPO production objective is necessary to increase productivity in order to meet that aim. For human resources to carry out the duties and obligations assigned by the organization, they must possess both hard and soft talents. In oil palm farms, businesses may enhance productivity, work quality, creativity, and worker safety through efficient human resource development (Kumala Putri et al., 2022). According to Presidential Regulation No. 61 of 2015,

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which governs the collecting and use of funds from oil palm plantations, human resource development is accomplished through mentoring, education, training, counseling, and facilitation. Enhancing smallholders', assistants', and other oil palm plantation communities' knowledge, abilities, professionalism, independence, and dedication is the goal of human resource development (BPDP, 2023). PT X is a plantation company that converts rubber plants into oil palm plants. The conversion of rubber land to palm oil was carried out due to declining rubber productivity, low prices, and high demand for palm oil. In experiencing this change, work culture adjustments occur. HR development is needed to improve employee knowledge and skills. Companies must have human resources that are able to adapt to technological changes. Qualified HR will keep up with developments and contribute to implementing innovations needed to improve production quality. Skilled HR must be able to ensure that the production process runs well so as to increase competitiveness. Therefore, PT X must continue to explore potential strengths, opportunities and know the weaknesses and threats to be able to develop its employees into quality plantation human resources in accordance with the needs of oil palm plantations.

Based on the results of pre-research observations, it is known that there is a phenomenon and potential for low quality human resources that can be an obstacle to the development of existing oil palm plantation businesses. The condition of companies that started the rubber plantation business and then switched to oil palm plantations, because there was a decline in rubber productivity and prices so that it was no longer profitable for the company. Challenges arise for companies because employees who are accustomed to managing and cultivating rubber are certainly not very well trained in managing oil palm plantations. Employees who were previously accustomed to rubber cultivation practices needed to develop new competencies to effectively manage oil palm. This transition presents a range of challenges and difficulties, given the significant differences in cultivation techniques, management and the technologies used. The company's production and operational processes continue to run and employees must continue to adapt and improve competencies to support the production process of oil palm plantations managed with company support. HRD plays an important role in improving employee functions by maximizing the resources owned such as capital, human resources, time and technology that can support employee competence. Company support by mapping competencies and adjusting to training programs from HRD will certainly be more optimal in improving employee competence (Natsir *et al.* 2024).

It is important for companies to conduct SWOT analysis in their development. SWOT analysis can help companies to understand the internal and external factors that affect HR development, as well as formulate effective strategies to improve the quality of the workforce. Based on the above background, it is necessary to conduct research with the title "Human Resources Development Strategy at PT X Palm Oil Plantation in Deli Serdang Regency". This research aims to identify internal factors and external factors that can influence the development of human resources in the company to support the company's success in increasing plantation productivity and being able to compete in the global market. The final goal is a strategy in tactical steps to develop HR competencies in the management and technical cultivation of oil palm plantations. The key to a smooth transition from rubber to oil palm crops is people development. Employees can enhance their performance, acquire new skills, and adjust to technology with the aid of training, technical assistance, and efficient change management. As a result, businesses can accomplish their strategic objectives and become more competitive in the global marketplace.

LITERATURE REVIEW

Human resource development strategy

Human resource development strategy is a planned pattern of deployment and activities intended to enable the organization to achieve its goals. Human resource development is needed for the continuity of a company in order to develop more dynamically, because human resources are the most important element in a company. Human resource development has the meaning as a company or organization activity that aims to improve the abilities and skills of its human resources within a certain period of time (Pangabean, 2014).

Human resource management

Human resource management is the process of organizing and managing individuals in organizations, both in small and large groups. Human resource management has specific characteristics in its approach, where each individual managed has customized needs and services. In practice, human resource management follows general management functions, such as planning, implementing, organizing, and evaluating. An important aspect of human resource

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management is how to organize and ensure that each employee can carry out their duties and functions effectively, both when they are active in the organization and in the process of being hired (Adjunct & Marniati, 2020)

SWOT matrix

SWOT matrix with its various variations is one of the most popular and regularly used analytical tools in strategic management, no matter in developed or developing countries. In this literature, examples of interesting strategic plans are given including the various bases for developing a SWOT matrix (Muhammad, 2017)

METHOD

The Type of Research

This type of research is descriptive qualitative research that makes a description of various situations and events by looking for detailed factual information to solve problems systematically and accurately. This research was conducted at oil palm plantation companies in Galang District, Deli Serdang Regency. This research time will start from September - November 2024.

The data sources in the research

The data sources in the research conducted are divided into two, namely informants and respondents. For sampling in this study using Porpositive sampling technique. Informants are determined intentionally with the category of being involved in decision/policy making in the process or HR development strategy in the company. Respondents in this study are technical implementers involved in all management activities and technical cultivation of oil palm plantations which are determined by the incidental sampling method provided that the person is a company employee.

Data collection techniques

Data collection techniques include observation, interviews, literature study, questionnaires, and documentation.

Data analysis techniques

Data analysis techniques include data reduction, data presentation, conclusion, and SWOT analysis.

RESULTS AND DISCUSSION

The internal environmental analysis conducted in this study aims to identify what factors are the strengths and weaknesses of HR in the company. Based on the results of interviews and questionnaires, the classification includes strengths, weaknesses, opportunities, and threats, which are considered the most influential or strong.

Table 1. Internal Factors

NO	Strengths	Weaknesses
1	The age of oil palm employees in the Company is still a productive age in oil palm cultivation (S1)	The low level of education possessed by palm oil employees in the Company (W1)
2	Cooperation among oil palm employees in the Company is still high (S2)	Lack of use of agricultural technology by palm oil employees in the Company (W2)
3	Interest/motivation of oil palm employees in the Company is high in cultivating oil palm (S3)	The absence of specialized training institutions owned by employees in the Company (W3)
4	High loyalty of the Company's oil palm employees to oil palm cultivation (S4)	Lack of work experience of palm oil employees in the Company (W4)

Source: Primary data processed (2024)

Table 2. External Factors

NO	Strengths	Weaknesse
1	Support from existing companies in the development of (O1)	Volatile palm oil prices (T1)
2	There is a training institute specifically for employees (O2)	The existence of employees and managers from outside the company (T2)
3	Availability of large enough land to develop oil palm companies (O3)	Lack of access to information in the company (T3)
4	Support from local government and the company (O4)	The strong traditional culture in the Company (T4)

Source: Primary data processed (2024)

To get a flexible overview of the SWOT analysis, a table of internal and external factors was given to respondents to assess the weight and rating, based on the answers listed in the table below.

Table 3. Rating Value and Weight of Internal HR Factors

NO	INTERNAL FACTOR	RATE	VALUE	SCORE
STRENGTH				
1	The age of oil palm employees in the Company is still a productive age in oil palm cultivation (S1)	2	0,11	0,22
2	Cooperation among oil palm employees in the Company is still high (S2)	3	0,15	0,45
3	Interest/motivation of oil palm employees in the Company is high in cultivating oil palm (S3)	3	0,16	0,48
4	High loyalty of oil palm employees in the Company towards oil palm cultivation (S4)	3	0,14	0,42
TOTAL SCORE				1,57
WEAKNESS				
1	The low level of education possessed by oil palm employees in the Company (W1)	1	0,07	0,07
2	Lack of use of agricultural technology by palm oil employees in the Company (W2)	2	0,12	0,24
3	The absence of specialized training institutions owned by employees in the Company (W3)	2	0,11	0,22
4	Lack of work experience of palm oil employees in the Company (W4)	2	0,11	0,22
TOTAL SCORE				0,75

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TOTAL	1.00	2,32
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Source: Primary data processed (2024)

The data in the table shows that interest is an internal factor that is the greatest force to influence HR development in the company. The existence of interest to know and deepen knowledge and skills in the management and technical cultivation of oil palm will help companies establish the most appropriate and sustainable training programs so that employee productivity will support increased company productivity.

Table 4. HR External Factor Rating and Weighting Value

NO	EXTERNAL FACTOR	RATE	VALUE	SCORE
OPPORTUNITIES				
1	Support from existing companies in the development of (O1)	3	0,15	0,45
2	The existence of specialized training institutions for employees (O2)	3	0,14	0,42
3	Availability of large enough land to develop oil palm companies (O3)	3	0,14	0,42
4	Support from local government and the company (O4)	2	0,11	0,22
TOTAL SCORE				1,51
THREAT				
1	Unstable palm oil prices (T1)	2	0,09	0,18
2	The existence of employees and managers from outside the company (T2)	2	0,11	0,22
3	Lack of access to information in the company (T3)	3	0,12	0,36
4	The strong customary culture in the company (T4)	2	0,11	0,22
TOTAL SCORE				0,98
TOTAL			1.00	2,49

Source: Primary data processed (2024)

The data in the table shows that opportunity is the biggest factor influencing HR development in the company. The support from the company will help employees adapt to the management and technicalities of oil palm cultivation so as to maximize employee performance and productivity which will have an impact on company productivity. After analyzing by giving weights and ratings, and making strategy recommendations through quadrant analysis, the next step is to set a strategy by combining internal and external factors.

Table 5. SWOT Analysis Matrix of the Company's HR development

<div>FAKTOR IFAS</div> <div>FAKTOR EFAS</div>	STRENGTH (S) <ol style="list-style-type: none"> 1. Employee age is still productive age (S1) 2. Cooperation between employees is still high (S2) 3. Employee interest/motivation is high (S3) 4. The high loyalty of oil palm employees at PT X towards oil palm cultivation (S4) 	WEAKNESS (W) <ol style="list-style-type: none"> 1. The low level of education possessed by employees (W1) 2. Lack of use of agricultural technology by employees (W2) 3. Absence of training institutions (W3) 4. Lack of work experience by employees (W4)
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OPPORTUNITIES (O) <ol style="list-style-type: none"> 1. Support from the company (O1) 2. The existence of special training institutions for employees (O2) 3. Availability of large enough land (O3) 4. Company support (O4) 	STRATEGIES S-O <ol style="list-style-type: none"> 1. Improve training and technical assistance programs for employees at PT X. 2. Prioritize employee skill training programs in modern cultivation techniques. 3. Establish working groups and employee development teams assisted by experienced mentors to improve collaboration and knowledge exchange among employees. 4. Continue to develop and improve land productivity to achieve optimal and sustainable results. 	STRATEGIES W-O <ol style="list-style-type: none"> 1. Establish strategic partnerships with the private sector in the procurement of agricultural technology for PT X. 2. Provide assistance in the form of production factors from the government to support the development of employee businesses in PT. X's oil palm plantation
THREAT (T) <ol style="list-style-type: none"> 1. Unstable palm oil prices (T1) 2. The presence of employees and managers from outside parties (T2) 3. Lack of access to information (T3) 4. The strength of traditional culture (T4) 	STRATEGIES S-T <ol style="list-style-type: none"> 1. Assistance to employees regarding the selling price of palm oil in the market by the management of PT X. 2. Cooperate with local farmers in terms of marketing oil palm products. 	STRATEGIES W-T <ol style="list-style-type: none"> 1. Conduct training for employees on the use of modern agricultural technology. 2. Establish an oil palm cultivation input supply unit managed by PT.X and local partners.

Source: Primary data processed (2024)

Researchers also conducted interviews with informants and respondents in the company, and I concluded some information, namely:

1. Strengths
 - a. Many think that the prospects for palm oil are very promising. With the ever-increasing demand for palm oil, the opportunity to grow is huge.
 - b. The employees here are very loyal. Many of them have been with the company for years, which shows that they feel valued and comfortable.
 - c. Employees have enough experience, which is very helpful. Employees who have been working for a long time usually know better how to solve various problems in the field.

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- d. Relationships between employees are also fairly solid. They help each other and share their knowledge, which makes the job lighter and more enjoyable.
2. Weaknesses
 - a. On the other hand, many employees have never been to school and only have a primary school education. This could be a barrier to implementing new, more advanced technology.
 - b. For technology, the company still faces challenges. Sometimes it is difficult to get access to the latest tools and technology that can help work more efficiently.
3. Opportunities
 - a. There is support from various parties to conduct training. This is a great opportunity to improve employee skills and boost productivity.
 - b. Technology is constantly evolving. If the company can take advantage of it, a lot of progress can be made, especially in the process of productivity and sales of oil palm sprouts.
 - c. By working with institutions that provide agricultural inputs and technology, the company can get better and innovative resources.
4. Threats
 - a. Competition in the palm oil industry is getting tighter. The company must be vigilant so as not to lose market share.
 - b. Unstable raw material and fertilizer prices can be a problem in planning and budgeting.
 - c. Environmental challenges such as climate change and sustainability are very influential. If not managed properly, they can disrupt company operations.

It is known that the company has great potential to grow, especially with the support of loyal employees, experience and a high demand for learning and knowledge about oil palm cultivation techniques. However, there are some challenges that need to be overcome, such as employee education and access to technology. Opportunities to improve human resources through training and technology should be utilized as much as possible so that the company can grow. With this understanding, the company can formulate a better HR development strategy and optimize its existing strengths. HR development strategies through SWOT analysis will help create better HR development plans and improve their employability (Anggreani, 2021). Training that is in accordance with the needs of knowledge and skills will help employees behave better at work. It also helps reduce errors at work, increase speed and accuracy at work, and even help employees maximize their ability to utilize technology (Tharenou *et al.*, 2016). Employee performance is influenced by motivation, competence, and work environment. Therefore, optimal employee performance is an important key to achieving competitive advantage, improving quality, and supporting organizational success (Putri *et al.*, 2023).

Based on the SWOT matrix table, it shows that the strategy that can be applied for HR business development in the company is the SO (Strengths-Opportunities) Strategy. HR development in the company is important to take advantage of internal advantages and external opportunities. An effective step is to increase technical training for employees to be ready to face the challenges of the growing oil palm plantation sector. This training helps employees adapt to the latest technology and improve modern cultivation skills to support productivity and sustainability. The formation of working groups with experienced mentors is also important for knowledge transfer, improving collaboration, motivation and company competitiveness. In addition to employee skills development, increasing land productivity is also important in this strategy. With the implementation of modern and sustainable cultivation practices, employees can manage land more effectively, increase yields, and maintain long-term land quality. This strategy is in line with the company's work culture that emphasizes efficiency, hard work, and adaptability. Therefore, technical training programs that strengthen practical skills and disciplined values are essential to meet the demands of the job as well as the company's culture (Agustiana, Mutiara Regina Faizal & Komariyah, 2025).

Proper training that matches the employee competency needs mapping will ensure employees get maximum skill enhancement and maximize the achievement of targets for development for the company as well. When training is provided specifically, employees will develop according to the need to fill their roles currently involved in the technical practice of oil palm plantation cultivation. Similar to research conducted by Pulungan and Rini that human resources in plantations needed are human resources who have specific competencies with an aggressive approach to improving skills on plantation cultivation techniques, especially oil palm (Pulungan & Astuti, 2021).

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The focus on training in modern cultivation techniques is highly relevant to the company's efforts to adopt efficient and sustainable agricultural practices. Given the importance of crop yields and land productivity, employees need to be equipped with the latest skills to maximize land potential. Training that focuses on career development and improving employee competencies helps the company improve employee performance (Agustiana, Mutiara Regina Faizal & Komariyah, 2025). A work culture that emphasizes individual and team responsibility is strengthened by working groups with experienced mentors, encouraging collaboration and a spirit of togetherness. In addition, HR development also emphasizes long-term sustainability through training that supports optimal land productivity, maintaining land health and quality. This strategy balances individual skill enhancement, teamwork strengthening and commitment to sustainability, in line with the company's values and operating conditions.

CONCLUSION

Based on the results of the research and discussion, there are the following conclusions:

1. Internal factors of HR strength in Indonesian companies include the productive age of employees, high cooperation between employees, great interest and motivation, and employee loyalty to oil palm cultivation. While internal weakness factors include the low level of education of employees, the limited use of agricultural technology, the absence of training institutions, and the lack of work experience of employees.
2. External factors of HR opportunities in the company include company support in development, the existence of specialized training institutions, the availability of large land for expansion, and support from the local government. Meanwhile, external threat factors include the instability of palm oil prices, the presence of employees and managers from outside, lack of access to information, and strong customary culture that can affect company operations.
3. HR development strategies in the company include increasing training programs and technical assistance for employees, focusing on skills training in modern cultivation techniques, forming working groups and development teams accompanied by experienced mentors to increase collaboration and knowledge exchange between employees.

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