

Human Resource Management Strategy in La Fresa Kintamani Strawberry Cultivation Business, Bangli Regency, Bali Province

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ABSTRACT

This research examines human resource (HR) management strategies in the La Fresa strawberry cultivation business in Kintamani, Bangli Regency. The aim of this research is to determine internal factors (strengths and weaknesses) and external factors (opportunities and threats), design alternative strategies and design superior strategies in developing human resources at La Fresa Kintamani Bangli. The variables used in this research are the company's internal and external variables. The data collection method used was in-depth interviews using questionnaires with ten key informants. The analysis methods used are the I-E matrix, SWOT analysis and QSPM matrix. The research results show from the I-E matrix that La Fresa Kintamani Bangli is in cell V, which means the company is in a stable condition with opportunities for growth. With the right strategy, La Fresa can take advantage of internal strengths and external opportunities to overcome existing weaknesses and threats, as well as increase the competitiveness and sustainability of the strawberry cultivation business in Kintamani, Bangli, Bali. Several alternative strategies from the SWOT analysis shown by the QSPM matrix analysis strategy which is a priority strategy that can be implemented by La Fresa Kintamani Bangli with the highest TSAR, namely improving the recruitment process to meet the required human resources.

Keywords: Human Resources, La Fresa, QSPM, Strawberry, SWOT

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1. INTRODUCTION

La Fresa Kintamani Bangli is one of the contributors to strawberry production in Bali. Since its founding, La Fresa has made a significant contribution to the local economy and created jobs for the surrounding community. However, like other businesses, La Fresa is also faced with various challenges, especially in managing human resources (HR). This challenge becomes more complex when there is a 50% reduction in the workforce

and 70% of the remaining workforce are local people who often have permits due to very sacred religious ceremonies. Along with the interview conducted by the author with the managing manager of La Fresa, namely Mr. Kris, this HR challenge has had a big influence on La Fresa Kintamani Bangli. Even though production continues to run, sales experience fluctuations. Production can run normally thanks to the help of apprentices from the Agricultural High School in Bangli. However, the

marketing process must still be carried out by internal company employees. Sales fluctuations that occur can be caused by various factors, including changes in consumer behavior during the pandemic, supply chain disruptions, and economic instability that affects people's purchasing power. This condition makes it difficult for companies to plan an effective and stable sales strategy, which ultimately has an impact on revenue and business sustainability. This problem emphasizes the importance of strategic and adaptive HR management in dealing with crisis situations. Effective HR management must be able to accommodate employee needs and company operational needs in a balanced manner. By understanding and overcoming these challenges through an innovative and comprehensive approach, La Fresa Kintamani Bangli can increase the resilience and sustainability of their business in the future. The success of strawberry cultivation is highly dependent on the availability and effective and efficient management of human resources. Industrial and technological developments influence companies' needs for talented and motivated people to maintain sustainable growth Fareed et al (2016). (Hasibuan, 2003) stated that human resources are the abilities possessed by each person which are integrated from physical strength and thinking power. Human resources are a source of competitive advantage that is able to face various challenges (Pfeffer, 2007)

2. METHODS

The research location was carried out in La Fresa, Belancan Village, Kintamani District, Bangli Regency, Bali Province using a purposive method based on several

considerations. This research is descriptive research using a qualitative approach. The type of data used in this research is qualitative and quantitative data. The data sources in this research are primary data and secondary data. Data collection methods through observation, interviews and documentation. (Nasution, 2003) Observation allows researchers to obtain concrete and in-depth data regarding the phenomenon being studied. Interviews allow researchers to dig deeper information from respondents who know the problem being studied. Documentation is used to complement data obtained from observations and interviews, as well as provide a broader context regarding the situation being studied. The respondents in this research are key informants who are considered to know the problems studied based on their duties and responsibilities at the company and related to activities at La Fresa Kintamani Bangli. (Sugiyono, 2017) key informants are people who know best the problem being studied and have a strategic position in the organization or society being studied. There were ten key informants in this research, namely management managers, administration and HRD, plantation division one, plantation division two, equipment division, packing division, tourism division, daily workers of La Fresa Kintamani Bangli and consumers of La Fresa Kintamani Bangli who had purchased La Fresa products at least twice. Data analysis used includes IFAS and EFAS analysis, Internal External (IE) Matrix analysis, SWOT analysis, QSPM (quantitative strategic planning matrix) analysis. Data will be presented in qualitative descriptive form.

3. RESULT AND DISCUSSION

3.1 Internal external factors

Identification of Internal and External Factors in human resource management at La Fresa Kintamani Bangli, namely first, the high level of farmer expertise in agricultural cultivation. The high expertise of farmers in agricultural cultivation is an important factor in managing human resources at La Fresa Kintamani Bangli. Employee expertise is of course in line with the results of the employee's work. If farmers are experts in strawberry cultivation, it can be said that the employee management and training system provided by the company is good. Second, a competitive compensation system, with a competitive compensation system La Fresa can increase employee satisfaction, motivation and retention. This also helps in attracting the best talent and improving the overall performance of La Fresa Kintamani. Third, the strength of a competent and experienced management team. With the strength of a competent and experienced management team, La Fresa can develop more effective and efficient HR management strategies, improve overall performance, and ensure long-term success. The four strengths of the extensive product distribution network in the HR management strategy, La Fresa Kintamani can increase operational efficiency, strengthen market position, and achieve its strategic goals. It also helps in increasing customer and employee satisfaction, which in turn supports business growth and sustainability. Fifth, the strength of the large domestic market and the increasing demand for strawberries in HR management strategies, this will of course increase profits for the company which will have an impact on employees at La Fresa Kintamani Bangli. If the domestic

market is wide, of course it will be able to provide more facilities to employees thereby improving employee welfare. The weaknesses in managing human resources at La Fresa Kintamani Bangli are first, limited human resources, where the number of employees at La Fresa Kintamani Bangli is currently still lacking, this started with the occurrence of Covid 19 where La Fresa reduced 50% of its employees. Second, there is a limited budget for employee development, employee development is of course a very important factor for the company, this includes development in terms of cultivation knowledge, technology and marketing. The three weaknesses are related to attendance management and productivity during traditional ceremonies, employee needs and company needs are two important things, but in absenteeism management of course a regulation is needed that still respects employees and does not burden the company. Fourthly, education and employee training are still lacking, it is no longer a commonplace that education in agriculture is considered unimportant, but in this modern era education is one of the pillars of success, so if education is high then of course the quality of human resources is high. fifth, limited distribution reach, limited distribution reach at La Fresa, each of which is affordable, this includes distribution reach outside the province, where there is also a lot of demand for strawberries from outside Bali, but it cannot be fulfilled because when distributing outside Bali we still consider the durability of strawberry products. The external factors that influence La Fresa Kintamani Bangli in this research are, first, identifying external factors (opportunities), namely collaboration with local

educational institutions and local markets, which is a strategic step that can help La Fresa Kintamani Bangli in improving the quality of human resources (HR).) thereby expanding La Fresa's marketing reach. Second, the use of information and communication technology (ICT) in strawberry marketing is a great opportunity for La Fresa Kintamani Bangli to increase marketing effectiveness and human resource (HR) management. By taking advantage of the opportunities offered by information and communication technology in strawberry marketing, La Fresa Kintamani Bangli can increase the competency and productivity of human resources, thereby strengthening the company's market position. This will support the company's continued growth and long-term success. Third, the potential for agrotourism to attract domestic/international visitors, by developing agrotourism, La Fresa can attract domestic and international visitors, which will not only increase income but also strengthen relationships with the community and expand the introduction of strawberry products, so that it will have a big impact on company profits which can help with employee development budgets and employee quality, because tourism in Bali continues to grow, especially in the Kintamani area which is famous for its natural beauty. Fourth, technological innovation is an external opportunity that is very relevant for La Fresa. Taking advantage of technological developments will certainly make employee work easier and increase employee insight, so that this will be in line with the company's success. Fifth, Partnerships with related industries are significant external opportunities for La Fresa, strategic partnerships with various industries can help increase

operational efficiency, expand markets and optimize human resource management, so that this will increase company profits which can be used for employee development budgets. The external factors in terms of threats in managing human resources at La Fresa Kintamani Bangli are first, the high level of competition in recruiting workers, this can affect La Fresa's ability to attract and retain quality workers, which in turn has an impact on productivity and business sustainability. These two changes in labor regulations are a significant external threat for La Fresa, a strawberry cultivation business in Kintamani, Bangli Regency, Bali Province. Labor regulations cover various aspects such as minimum wages, working hours, work safety, and workers' rights, changes in these regulations can affect the operations and human resource management strategies at La Fresa. Thirdly, economic fluctuations are external threats in the management of human resources at La Fresa. Of course, economic fluctuations such as inflation will have an impact on the welfare of human resources, so there is a need for a strategy in managing human resources for employee welfare and company sustainability. Fourth, climate change is a significant external threat for La Fresa, climate change can damage strawberry plants so that it becomes a burden for the workforce and also the company. This needs to be handled in terms of human resource management so that it continues to produce quality products and is capable of quantity. Fifth: Increased competition from imported products is a significant external threat for La Fresa, imported products can offer lower prices and competitive quality, threatening La Fresa's local market share. Therefore, it is important for La Fresa to

understand and manage the impact of this competition by managing quality human resources so that it can handle this threat.

3.2 Determining Strategic Alternatives

3.2.1 IFAS Analysis

TABLE I
IFAS Matrix Analysis

No	Indification of Internal Factor Variables	SCORE	RATING	WEIGHT
STRENGTHS				
1	High farmer expertise in agricultural cultivation	0.09	3	0.28
2	Competitive compensation system	0.10	4	0.39
3	Have a competent and experienced management team	0.10	3	0.29
4	Extensive product distribution network and commitment to quality	0.12	4	0.46
5	Large domestic market and increasing demand for strawberries	0.10	3	0.30
Total Variable Strength				1.72
WEAKNESSES				
6	Limited human resources	0.09	1	0.09
7	Budget constraints for employee development	0.10	2	0.20
8	Attendance and productivity management related to religious ceremonies	0.09	3	0.26
9	Lack of employee education and training	0.11	1	0.11
10	Limited distribution range	0.11	1	0.11
Total Variable Weakness				0.77
TOTAL STRENGTHS+ WEAKNESSES		1.00	25	2.49

Based on the results of the IFAS analysis, the internal factors that La Fresa Kintamai Bangli has in managing human resources at La Fresa Kintamani Bangli have different values. The strength factor that has the first highest score is the wide product distribution network and commitment to quality with a weight value of 0.12, a rating of 4 gets a score of 0.46. The wide distribution network makes La Fresa Kintamani Bangli products reach a wider market. The second highest score is a competitive compensation system with a weight value of 0.10, a rating of 4 results in a score of 0.39. A competitive compensation system helps in attracting and retaining a quality workforce. a competitive compensation system can be an important factor in attracting and

retaining a qualified workforce Milkovich et al., 2014. The third highest score is a large domestic market and increasing demand for strawberries with a weight value of 0.10, a rating of 3 obtained a score of 0.30. This reflects the relative value of these factors in their contribution to internal strength in human resource management at La Fresa Kintamani Bangli, the higher the score, the more significant the influence of these factors is on the Company's strength in human resource management. The main weakness in human resource management at La Fresa Kintamani Bangli according to the results is that employee education and training is still lacking (0.11). Lack of employee education and training is the main weakness in human resource management

at La Fresa Kintamani Bangli. The second weakness is limitations in distribution reach (0.11). Limitations in distribution reach are a significant weakness in human resource management at La Fresa Kintamani Bangli. The impacts include reduced operational efficiency, decreased customer satisfaction, greater market competition, and inventory management problems. The third weakness is limited

human resources (0.09). Limited human resources are a significant weakness in HR management at La Fresa Kintamani Bangli. The impacts include reduced productivity, reduced service and product quality, difficulties in scalability and expansion, and employee retention and turnover problems.

3.2.2 EFAS Analysis

TABLE II
EFAS Matrix Analysis

No	Identify External Factor Variables	SCORE	RATING	WEIGHT
OPPORTUNITIES				
1	Collaboration with local educational institutions and local markets	0.10	3	0.29
2	Utilization of information and communication technology in strawberry marketing	0.10	4	0.40
3	Potential for agrotourism to attract domestic/international visitors	0.10	4	0.39
4	Technological innovation	0.10	3	0.31
5	Partnership with related industries	0.10	3	0.31
Total Opportunities				1.70
THREATS				
6	High level of competition in labor recruitment	0.10	1	0.10
7	Changes in labor regulations	0.08	1	0.08
8	Economic fluctuations	0.10	1	0.10
9	Climate change can affect planting patterns and crop yields	0.12	2	0.23
10	Increased competition from imported products	0.11	3	0.33
Total Threats				0.84
TOTAL OPPORTUNITIES + THREATS		1.00	25	2.54

External factors in human resource management at La Fresa Kintamani Bangli have different values. The main opportunity factor that has the highest score is the use of information and communication technology in marketing strawberries at La Fresa Kintamani Bangli with a weight value of 0.10, a rating of 4 results in a score of 0.40. The use of information and communication technology in strawberry marketing is a major opportunity for La Fresa Kintamani Bangli in managing human resources. The second highest score is the potential for agrotourism to attract domestic/international visitors with a weight value of 0.10, a rating of 4 results in a score of 0.39. The potential for agrotourism to attract domestic and international visitors is a major opportunity for La Fresa Kintamani Bangli in human resource management.

Piters, 2016 Agrotourism can attract domestic and international visitors and the importance of human resource management in maximizing this potential. This opportunity allows for increased employee skills and competencies, diversification of roles and responsibilities, increased motivation and job satisfaction, career development and new opportunities, as well as increased employee income and incentives. The third highest score is technological innovation and partnerships with related industries with a weight value of 0.10 each, a rating of 3 results in a score of 0.31. Technological innovation and partnerships with related industries are important opportunities for La Fresa Kintamani Bangli in managing human resources. The main threats to human resource management at La Fresa Kintamani Bangli respectively are the high level of competition in recruiting workers (0.10), the high level of competition in recruiting workers is a significant threat to La Fresa Kintamani Bangli in managing human resources. The second threat to human resource management at La Fresa Kintamani Bangli is economic fluctuations (0.10). Economic fluctuations are a serious threat to La Fresa Kintamani Bangli in managing human resources. The third threat to human resource management at La Fresa Kintamani Bangli is changes in labor regulations (0.08). Changes in labor regulations are a serious threat to La Fresa Kintamani Bangli in managing human resources. To overcome this threat, companies need to focus on analyzing the impact of regulations, commitment to compliance, flexibility in HR policies, resource availability planning, and collaboration with employees.

3.2.3 Internal External matrix analysis (I-E Matrix)

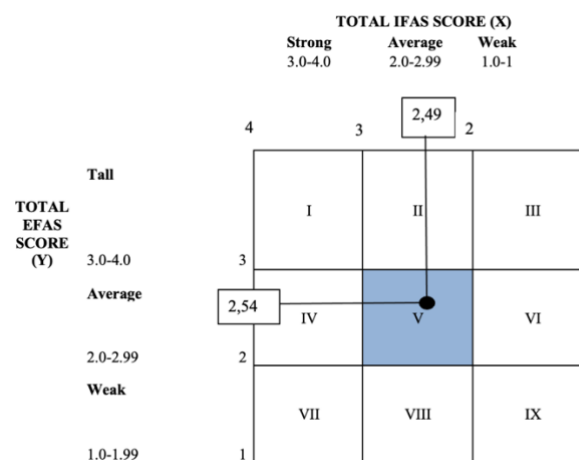


Fig. 1 Internal External Matrix Analysis (I-E Matrix)

The results of the I-E matrix mapping show that human resource management at La Fresa Kintamani Bangli is in cell v, namely hold and maintain, which means it can be handled well through guard and maintain strategies (David, 2004). With the right strategy, La Fresa can take advantage of internal strengths and external opportunities to overcome existing weaknesses and threats, as well as increase the competitiveness and sustainability of the strawberry cultivation business in Kintamani, Bangli, Bali.

3.2.4 SWOT Analysis

TABLE III
Matris SWOT

S-O Strategy	W-O Strategy
<p>1. Utilizing the high expertise of farmers in agricultural cultivation to conduct agro-tourism exhibitions by collaborating with local institutions and education to meet the source of employee fund development (S1, O1)</p> <p>2. Utilization of information and communication technology in meeting the demand of the strawberry market (S1, O5)</p>	<p>1. Utilizing the potential of agro-tourism to support the employee development budget (W2, O3)</p>
S-T Strategy	W-T Strategy
<p>1. Offer competitive compensation in labor recruitment (S2, T1)</p> <p>2. Maintain and improve a wide product distribution network in order to face increased competition from competitor products (S4, T5)</p> <p>3. Provide training to employees from a competent and experienced management team to improve farmer skills and work motivation (S3, T1) for less/unskilled employees</p>	<p>1. Improve the recruitment process to meet the required human resources (W1, T1)</p>

The results of the SWOT analysis in this research are:

1. SO strategy consists of first, creating an agrotourism exhibition with local education by utilizing local farmers. Second, the use of information and communication technology to meet strawberry market demand.
2. W-O strategy is to utilize the potential of agrotourism to support the employee development budget
3. S-T strategy is to offer competitive compensation in the recruitment of secondary workers, maintain and improve a wide product distribution network in order to face increasing competition from competitor products and provide training to employees from a competent and experienced management team to improve farmer skills and work motivation.

4. W-T strategy is to improve the recruitment process to meet the required human resources

3.3 Determining Priority Strategies

The results of the QSPM analysis obtained the highest score of 6.17 with the seventh strategy, namely improving the recruitment process to meet the required human resources, indicating that this strategy is the one with the most potential to be implemented. The process of cultivating La Fresa strawberries requires workers with special skills, starting from land preparation, planting, care, to harvesting and post-harvest. La Fresa has also developed agrotourism and agroeducation where the sustainability of these activities will certainly have a positive impact on the development of La Fresa. And of course the need for human resources is a very urgent need for La Fresa at this time. "La Fresa is currently also focusing on agro-education,

where the current number of workers is not yet optimal, the current number of workers is 20 people, whereas in my opinion it would be more optimal if our workforce was 30 people" (interview with La Fresa manager, namely Mr Kris 23 April 2024).

4. CONCLUSIONS

Based on the results of the analysis in this research, the following conclusions were obtained:

1. Analysis of Internal and External Factors:

The strengths of human resource management at La Fresa Kintamani are the high level of farmer expertise in agricultural cultivation, a competitive compensation system, a competent and experienced management team, a wide product distribution network and commitment to quality, and a large domestic market and increasing demand for strawberries. Weaknesses in human resource management at La Fresa Kintamani Bangli are limited human resources, limited budget for employee development, absenteeism and productivity management related to religious ceremonies, inadequate employee education and training, as well as limitations in distribution reach. Opportunities for human resource management at La Fresa Kintamani Bangli include collaboration with local educational institutions and local markets, use of information and communication technology in strawberry marketing, agrotourism potential, technological innovation and partnerships with related

industries. Threats to human resource management at La Fresa Kintamai include high levels of competition in recruiting workers, changes in labor regulations, economic fluctuations, climate change which can affect planting patterns and harvest yields, as well as increased competition from imported products.

2. Alternative Strategy of the I-E Matrix:

Based on the I-E matrix, La Fresa Kintamani Bangli chose a human resource management strategy in its strawberry cultivation business. Recommended alternative strategies include: holding agrotourism exhibitions with local education, utilizing information technology to meet market demand, using agrotourism potential to support employee development, offering competitive compensation, maintaining a wide distribution network, providing training to employees and management, and improving processes recruitment to meet HR needs. The strategy of utilizing agrotourism potential to support employee development is a step that is in accordance with the resource approach and competitive advantage (Barney, 1991).

3. Priority Strategy from QSPM Analysis

The priority strategy identified with the highest score of 6.17 from the QSPM analysis is improving the recruitment process to meet HR needs. Improving the recruitment process is a crucial step in a holistic HR management strategy. This process not only ensures an

adequate number of employees, but also pays attention to quality, efficiency, organizational adaptation, and long-term development to support company growth and sustainability (Werner & DeSimone, 2012). This strategy describes a holistic and strategic approach in managing human resources, which includes aspects of quality, efficiency, adaptation, long-term development, retention, local empowerment, competitiveness, risk management, positive work culture and company reputation. This strategy is expected to make a significant contribution to the success and sustainability of La Fresa Kintamani Bangli in the strawberry cultivation business in Kintamani.

ACKNOWLEDGMENT

The author would like to thank the entire management of La Fresa Kintamani Bangli and all parties who have helped carry out research so that this journal can be published.
resolved well.

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