

## Human Resource Management in Improving Employee Performance in Laboratory Supplier Companies (CV. Dwi Mitra Sejahtera)

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### Abstract

*This research aims to determine human resource management in improving employee performance at a supplier company (CV. Dwi Mitra Sejahtera). The resource persons in this research were Directors, Employees and Customers of CV. Dwi Mitra Sejahtera. The research method in this proposal is qualitative with a case study approach. The data sources used are primary and secondary. Data analysis techniques use data reduction, data display and data verification, and SWOT analysis. The research results show that human resource management at Cv. Dwi Mitra Sejahtera is not running well and needs to be evaluated.*

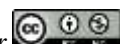
**Keywords:** Management; Human Resources; Employee performance; Company Suppliers

## INTRODUCTION

A company in carrying out its operational activities requires human resources (employees) who have abilities or capacities in certain fields. Human resource management or MSDM is all activities related to the processing of the company's human resources which are carried out through workforce planning activities, job analysis planning for employees, recruitment and selection of employees, training and development, career development planning, work performance assessment to the provision of compensation to employees which are carried out transparently[1]. To achieve the desired company results, every company must strive to meet the company's sustainability in the long term[2]. Human resource management is one of the ways for companies to organize and direct their resources to achieve company goals. High employee performance is formed from the awareness of leaders by providing support, motivation and direction to employees with the participation of leaders regarding the work given to employees[3]. Employee performance is the result of work, both quality and quantity, produced by employees or real behavior of employees according to the burden of responsibility that exists on each employee. High employee performance is obtained through awareness from company leaders to provide support in the form of leader participation to always provide direction regarding the tasks or work that each employee has. [4].

Basically, the quality or ability of human resources in a company is one of the important capital and has a very important role for the company in achieving goals. So that companies need to have the ability to manage or manage their human resources as effectively as possible so that they can have a good impact on the company's productivity level. A company must have good productivity in order to achieve its goals.

Good or good employee performance and having a high quality work ethic will have an impact on the company to help meet the company's targets and get profits. The success of a company is highly determined by the quality of human resources owned in it. The human resources owned by the company are one of the things used by the company to face competition, namely by improving and maintaining employee performance, with this goal will be achieved. [5]. However, if the performance of employees owned by the company is poor or decreases, then it will have an impact on the company. Therefore, a company must be able to manage its human resource management so that employee performance is maximized.



Good employee performance is the expectation of all companies, both companies engaged in services and manufacturing. In the company's operational activities, human resources have a role as the main executor, and determine the success or success of a company, human resources are an important factor that must be paid more attention to by the company in order to achieve the company's vision and mission [6]. If the company does not have good human resources or the quality of its human resources is low, then one of the things that can be done by the company in managing and maintaining the quality of human resources is to pay more attention to employee performance[7].

CV. Dwi Mitra Sejahtera is a company engaged in distributors, suppliers of laboratory equipment, *reagents* and *microbiology*. Cv. Dwi Mitra Sejahtera was established on May 26, 2017 in the city of Sidoarjo, East Java. CV. Dwi Mitra Sejahtera has the determination to help the next generation of young people to be able to work and create, so that they can bring out all the existing potential to achieve achievements, so Cv. Dwi Mitra Sejahtera was formed.

Every company has employee performance targets that they want to achieve and measure the success or failure of a predetermined work program. The company's target in general is to focus on growth and increase from the company's revenue. Based on sales *report* data for 2018-2022 CV. Dwi Mitra Sejahtera The company's revenue has increased and decreased, only in 2018 the company managed to exceed the sales target that had been set previously.

**Table 1. Target, Realization and Percentage of Sales Report  
CV. Dwi Mitra Sejahtera Year 2018 – 2022**

No.	Year	Target	Realization	Increase
1	2018	2.500.000.000	2.936.752.049	-
2	2019	3.500.000.000	3.095.797.721	5%
3	2020	4.750.000.000	3.709.173.703	20%
4	2021	5.185.000.000	4.472.327.485	21%
5	2022	7.150.008.000	3.326.729.307	-26%

(Source: Sales Report Cv. Dwi Mitra Sejahtera)

Based on Cv . *Dwi Mitra Sejahtera's sales report* data in 2018 - 2022, the company's revenue increased only in 2018 - 2021, although the increase was not so significant. In 2021 the company's revenue was worth 4 billion, an increase of 1 percent when compared to 2020 worth 3 billion. In 2022, the company experienced a significant decrease in revenue, which was minus 26 percent when compared to 2021. This means that in this case it shows that the management of the company has not been managed properly. Company revenue and employee performance have a very close relationship. A company's very high revenue is usually followed by good employee performance. Employees who are placed according to their respective duties or divisions will improve the quality of work. Good employee performance can be formed through company leaders, by providing guidance or input regarding the work that must be done and completed by employees. Improving employee performance can also be done through compensation and work motivation. By providing compensation and work motivation, it can create employee enthusiasm and thoroughness in work, so that the work results of employees will be more maximal, focused and disciplined.

One of the factors that affects the realization of a company's revenue is the ability of human resources. The development of the company must be accompanied by the development of human resources (Human Resources) in various aspects. Human resources are one of the central factors for companies. This shows that the human resources owned by the company must be managed effectively and efficiently, in order to achieve the company's goals. Human resource management is needed by all companies to be able to realize *maximum* human empowerment.

In CV Dwi Mitra Sejahtera, the author sees that in the implementation of employee performance discipline, there is still employee indiscipline during office hours. Such as there are still employees who arrive late and employees who skip work hours. This is a problem of employee work discipline. Someone who has a low level of discipline will have an impact on the compensation received and the performance of the employee. With employees often skipping work hours, there will be less compensation and can hinder the work of other divisions. Delays in employees coming to the office will also result in ineffective time spent in completing their tasks. This is supported by attendance that still uses manual methods, so it is very easy for employees to manipulate office entry hours and office departure hours. Writing employee attendance schedules that are still manual makes the company's attendance data inefficient and inaccurate. This can cause various problems when employees

deliberately manipulate (field observation results) entry or departure schedules that are not in accordance with the facts and there is an absence system among employees. Therefore, human resource management is needed to improve the performance of CV employees. Dwi Mitra Sejahtera so as to achieve the desired company goals.

**Table 2. Data on the Number of Employees Cv. Dwi Mitra Sejahtera 2018-2023**

It	Year	Incoming Officer	Exit Officer	Number of Employees
1	2018	4	2	2
2	2019	3	2	3
3	2020	1	1	3
4	2021	3	2	4
5	2022	5	4	5
6	2023	3	1	7

(Source: Employee Data of Cv. Dwi Mitra Sejahtera 2023)

The number of employees owned by Cv. Dwi Mitra Sejahtera from the beginning of its establishment, namely from 2018 to 2023, is very small. This happens because every year there are employees who resign from the company. Employee turnover is something that companies are very avoidable, because it can have a direct impact on employee performance and the level of productivity in the company will decrease and can have a direct impact on the quality of the employee's ability. Human resource management that is not managed properly can be one of the factors in the entry and exit of a number of employees. Companies must look for factors that cause employee turnover every year, and improve their human resource management systems to make them even better.

Quality service from the company is important for consumers. Therefore, companies need professional and reliable human resource management through high-performance company employees, so that companies can compete and achieve company goals. Given the importance of human resource management in improving employee performance, companies need to pay attention to their employees to be disciplined in carrying out their duties and functions. If the problem of human resource management is ignored by the company, it will have an impact on the company's poor condition. To overcome this, it is necessary to have human resource management carried out by the company.

Previous research conducted by Pahira and Rinaldy shows how human resource management is very important in improving company performance and has significant relevance for management and business of companies[8]. In the research conducted by Utami, he explained that the role of human resource management greatly affects the performance of employees[9]. Research conducted by Setiawan also shows that the role of human resource management in improving employee performance has a direct positive influence, with the increase in employee performance, the company will get a positive impact, namely the achievement of company goals[10].

Previous research adds insight into human resource management to improve employee performance in the company. The novelty in this study is to provide several strategies that can improve employee performance through the company's human resource management.

Based on the description above, the importance of human resource management in improving employee performance has been explained, this study aims to research "Human Resource Management in Improving Employee Performance in CV. DWI MITRA SEJAHTERA"

## METHOD

The research method in this study is a qualitative type with a case study approach. Case studies are qualitative type of research whose data analysis method is carried out in depth on a case object in the research, and the analysis part has an individual nature [14]. Types of qualitative research are research that explores and understands the meaning of a number of individuals or groups of people who come from social problems [15]. Qualitative is a naturalistic research method, because the research process is carried out in natural conditions. In qualitative research, the data collected is not in the form of numbers, but data obtained from interview results, field notes, memo notes and other supporting documents. This research is in a position to obtain a comprehensive picture of the social situation involving actors, activities and places that interact synergistically from the object being studied.

This research was located in the company CV. Dwi Mitra Sejahtera, whose address is at Ruko Grand Oriental BLOK R No. 11, Sidoarjo. The main subjects used in digging up information in this



study are directors and company staff, and the supporting subjects are customer CVs. Dwi Mitra Sejahtera. As for the object in this study, how to manage CV human resources. Dwi Mitra Sejahtera in improving employee performance.

The data and information that will be collected in this study are primary data and secondary data. Primary data is all information that is realistic and in accordance with facts related to the research, where the relevance or relevance is very clear, even data obtained directly [16]. Primary data in this study will be obtained through interviews and distributing an open questionnaire to informants to obtain information, and documentation and photography will be carried out as proof that data has been taken. While secondary data is data obtained indirectly, for example through other people's intermediaries or documents [17]. Secondary data in this study is data obtained through company reports and publications and other parts in CV. Dwi Mitra Sejahtera.

The data collection methods carried out in this study include *in-depth* interviews, open questionnaires, observations, and documentation. *In-depth interview* is the process of searching for information in depth and openly related to the problem and focus of the research. The use of *in-depth interviews* in this study aims to provide researchers with complete and in-depth information about the focus of the research. The interview in this study uses a semi-structured interview, which is carried out by asking interview questions freely but still within the interview guidelines that have been made. Technically, the researcher will dig up the information needed and convey the questions directly clearly, as well as stimulate the informant to provide answers to the questions asked, the information obtained by the main subject of the director and CV employees. Dwi Mitra Sejahtera for customer support subjects from CV. Dwi Mitra Sejahtera.

The open questionnaire in this study is a list of interview questions that will be used to get answers in the form of descriptive statements from respondents, and will have a different range of answers from each respondent. Questionnaire is one of the data collection techniques carried out by giving written questions to respondents to be answered [18]. The questionnaire in this study was carried out through *google form* media which was distributed to CV customers. Dwi Mitra Sejahtera.

Observation is an essential data collection method in a qualitative research [19]. Observation is carried out by collecting data through observation of human behavior, respondents, work processes, and natural phenomena using direct observation of the phenomenon of the object being studied. The data obtained through observation is the data resulting from observations made directly or indirectly on the subjects, objects, and symptoms being studied. The observation method in this study uses participant observation which aims to observe directly by reviewing the research object and recording important information to be used as supporting data. The researcher will make observations at the time of the interview to make the observation results as supporting data.

Documentation is a record of events that have passed. Documentation is the supporting data for credible research results. Forms of documentation include images, writings, or monumental works of a person. The documentation in this study aims to obtain the data and documents in the CV. Dwi Mitra Sejahtera is in accordance with the needs of the research as well as a complement to find more objective and concrete data related to the research title. During the interview and observation process, documentation will also be carried out in the form of photos, videos and recordings of the interview results.

The next stage after obtaining data in the form of interview transcripts, observation results, photos or images (documentation) of the subject and considered complete and perfect, will be continued to the next stage, namely data analysis. Data analysis is the process of organizing data to find the formulation of a working hypothesis suggested by the data [20]. Data analysis in qualitative research does not use numerical data, but sentences or information. The analysis of research data uses reduction data, *display data*, data verification, and SWOT analysis.

Data reduction is summarizing data, namely selecting the main research data obtained from the field and focusing on important data and discarding data that is not needed in the research. The reduced research data will produce a clearer picture of the research data to facilitate the next step in data collection.

Next, after the research data is reduced, then the next stage is data display or presenting data that will be presented in the form of narratives (field notes), tables, graphs, charts, pictograms, and the like. The presentation of this data will make the data that has been collected structured and organized into a relationship pattern that will make it easier to understand. In presenting good data, it will make it



easier for researchers to understand what is happening and will help researchers determine the next steps.

The next stage of analysis is data verification. Data verification is a withdrawal of the conclusion that is verified by valid, consistent and credible evidence. Drawing conclusions based on research data that has been reduced and presented. The initial conclusion is temporary, and can change if strong data is found to support the data collection stage at a later stage. But if the data is valid and consistent when the researcher returns to the field, then the conclusion that will be obtained is a credible conclusion. Conclusions can be drawn in the form of descriptions or descriptions of objects that were previously unclear, and change to clear after research. At this stage, the researcher will draw conclusions from the results of interviews, open questionnaires, observations, documentation and other data and information obtained by the researcher.

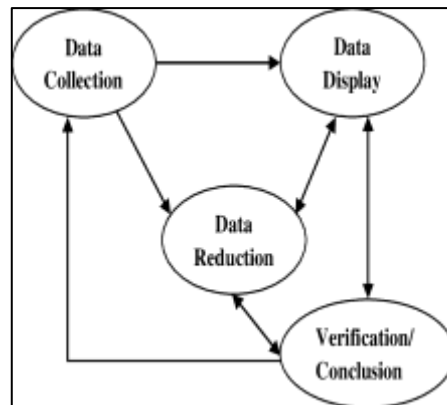


Figure 1: Data Analyst Components (*Interactive Model*)  
(Source: Miles & Huberman, 1992)

SWOT (*Strength, Weakness, Opportunity and Threat*) analysis has the meaning of analyzing strengths, weaknesses, opportunities and threats. A SWOT analysis is a tool for evaluating a company's strengths, weaknesses, opportunities and threats. SWOT analysis is systematic and presents a strategic combination of the best combination of company strengths and weaknesses as well as opportunities and threats. This analysis can provide an overview of the situation and conditions of the company or organization, as well as by placing the conditions and situations as input, which will then be grouped according to their respective contributions.

SWOT analysis is an analysis that views that a successful strategy starts from the company's internal resources (*strengths* and *weaknesses*) and the company's external resources (*opportunities* and *threats*). The advantages contained in the SWOT analysis include being able to connect the company's internal and external factors to produce new strategies. So that company planning based on resources and skills can increase the company's SWOT analysis by increasing internal aspects. The results of the next identification will be compared to optimize *strengths* and *opportunities* and minimize *weaknesses* and *threats* in order to achieve the maximum company strategy. The SWOT analysis in this study will be intended for the data that has been obtained from the results of field data collection, so that strategies that optimize strengths and opportunities and minimize weaknesses and threats can be obtained.

	<i>Strengths</i>	<i>Weakness</i>
<i>Threats</i>	<p>ST</p> <p>Memanfaatkan potensi untuk menghadapi ancaman</p>	<p>WT</p> <p>Meminimalkan kelemahan untuk menghadapi ancaman</p>
<i>Opportunities</i>	<p>SO</p> <p>Memanfaatkan potensi untuk meraih peluang</p>	<p>WO</p> <p>Mengatasi kelemahan untuk meraih peluang</p>

Figure 2: SWOT Matrix

According to Subaktillah (2018), the stages in SWOT are as follows:

1. IFAS (*Internal Factor Analysis Summary*) Matrix

The IFAS Matrix is used to be able to see the strengths and weaknesses of the company, the steps are as follows:

- a. Determine the company's strengths and weaknesses in column 1.
- b. Give weight to each of these factors on a scale ranging from 0.1 (most important) to 0.0 (not important). The total number of weights does not exceed a total score of 1.0.
- c. Giving a rating of 1 to 4 for each factor indicates that the factor has a large weakness (rating 1), a small weakness (rating 2), a small strength (rating 3) and a large strength (rating 4). Rating refers to the company while the weight is on the industry in which the company is located.
- d. Multiply each weight by its rating to get the score.
- e. Summing up the total score of each variable. The factor that exists in the IFAS matrix is that the average total ranges from 1.0 (lowest) and 4.0 (highest) with an average of 2.5. If the average total is below 2.5, it indicates that the company is in a weak position internally, while the average total is above 2.5 indicates a strong internal position of the company.

**Table 3. IFAS Matrix**

Description of internal factors	Weight (B)	Rating (R)	Score
1. Strength			
2. Disadvantages			
Total Score			

2. EFAS (*External Factor Analysis Summary*) Matrix

The EFAS matrix is used to be able to see the company's opportunities and threats, the steps to create an EFAS matrix are as follows:

- a. Determine the factors that are the company's opportunities and threats.
- b. Weighting each factor ranges from 1.0 (very important) to 0.0 (not important). The total number of weights does not exceed a total score of 1.0.
- c. Rated 1 to 4, where rating 4 (very good response) rating 3 (above average response) rating 2 (average) rating 1 (below average response). The provision of twigs is based on the effectiveness of the company's strategy, thus the value is based on the condition of the company.
- d. Multiply each weight by the rating to get the score.
- e. Summing up the scores to get the total score of the company.

In the EFAS matrix, the highest total score is 4.0 and the lowest score is 1.0. A total of 4.0 indicates that the company responds to opportunities in an extraordinary way and can avoid threats. A total of 1.0 indicates that the company is unable to make good use of existing opportunities or cannot avoid external threats.

**Table 4. EFAS Matrix**

Description of internal factors	Weight (B)	Rating (R)	Score
1. Opportunities			
2. Threats			
Total Score			

The last stage is the validity of the data, or also known as data validity. Data validity is the correctness of existing research data with data obtained and reported by researchers. Qualitative research data can be said to be valid if there is no difference in data between the money reported by the researcher and what actually happens to the subject being researched in the field. In this study, the data validity test used is a triangulation technique of data sources. The use of triangulation of data sources can provide different views on the problem being studied. Different views can result in a wide range of knowledge to obtain a truth. Triangulation of data sources is used to test the credibility of data by checking data that has been obtained through several different sources.

**RESULTS AND DISCUSSION****Result****Empirical Findings of SWOT Analysis****1. Internal factors that affect employee performance**

Based on the results of interviews with directors, employees and field observations at CV. Dwi Mitra Sejahtera is known to have the following internal environment of human resource management:

CV Strength Factor. Dual Mitra Sejahtera:

- a. Directors are firm in making decisions
- b. The majority of human resources are young and agile
- c. Employee harmony
- d. Communication between teams is quite good
- e. Employees who master every desk job
- f. High sense of empathy between employees

The weak factors in CV companies. Dwi Mitra Sejahtera is as follows:

- a. Lack of discipline in working time in employees
- b. The majority of employees have not received a monthly salary equivalent to UMR Sidoarjo, and are still adjusting the company's ability by giving the best to employees
- c. Absence of overtime pay and BPJS from the company
- d. Career path is unclear
- e. Providing unfair incentives among employees
- f. Inadequate work facilities

**2. External factors that affect employee performance**

Based on the results of interviews with directors, employees and field observations at CV. Dwi Mitra Sejahtera is known to the external environment of human resource management as follows:

CV opportunity factor. Dual Mitra Sejahtera:

- a. Collaborate a lot with agencies
- b. Many field services are able to improve cooperation and leadership skills
- c. Employee investment according to performance
- d. UMP (Provincial Minimum Wage) Policy
- e. Utilizing technological advances in human resource management in companies
- f. Lots of employee training to have a skilled and hard-working workforce Rewards for outstanding employees
- g. The employee's career path is clear
- h. Director's motivation and innovation to encourage employees to be more productive

The company's threat factors are as follows:

- a. There is a lack of awareness that company owners have to improve the human resource management system in the company.
- b. The way it works is still manual
- c. Lack of good communication between divisions that causes miscommunication

The empirical findings in this study are sourced from the results of interviews, open questionnaires and field observations conducted by researchers on CV. The prosperous dual partners can be seen in the attachment to the interview guidelines in the appendix chapter.

**Discussion**

The results of the interview with the director of the CV company. Dwi Mitra Sejahtera obtained the result that the director has full power in making a decision. Stakeholder theory explains the interaction between the company and other stakeholders which states that the company is not an entity that only operates for the benefit of the company, but must also provide benefits to stakeholders [23]. All employees are supposed to report what happened to the company which the director should decide.

Perusahaan CV. Dwi Mitra Sejahtera has not been able to provide wages equivalent to UMR in Sidoarjo, the calculation of wages given by the company is determined by the calculation of the director. The theory of ethical wages was developed by those who have an idealistic sense (utopian circles) in an ideal society. This theory does not justify unethical actions, it is explained in this theory that business owners who have provided wages for workers are only used enough to spend and meet all the needs of

workers. So, in the theory of ethical wage, it is recommended that companies not only provide wages for workers, laborers or workers and their families, companies must also provide other benefits to workers' families [24].

The company provides wages with its own calculation from the company, even the company does not provide overtime pay. According to Law Number 11 of 2020 or more commonly known as the Job Creation Law, detailed regulations regarding overtime, including overtime on holidays, are outlined in Government Regulation Number 35 of 2021. If employees still have unfinished work Some important points to note related to the overtime provisions in this new regulation are that the maximum overtime working time on weekdays is 4 hours a day or 18 hours a week. The maximum overtime working time on national holidays or weekly breaks (6 working days) is 11 hours. Meanwhile, for official holidays that fall on the shortest working day (6 working days), the maximum overtime time is 9 hours. The maximum overtime working time on national holidays or weekly breaks (5 working days) is 12 hours. Overtime wages are based on monthly wages and the hourly wage is 1/173 of a month's wage. Overtime pay does not apply to workers in certain positions (thinkers, planners, implementers, or controllers of the company). There is a written overtime work order or through digital media from the supervisor and approved by the worker [25].

Health benefits provided by CV. Dwi Mitra Sejahtera is still using the claim system which will later be replaced by the company in the following month, there is no BPJS Ketenagakerjaan. In accordance with the provisions of Article 18 of Law No. 40 of 2004 concerning SJSN and Article 6 of Law No. 24 of 2011 concerning BPJS, labor social security programs include health insurance programs, work accident insurance, old-age insurance, pension insurance, and death insurance. The three programs, namely the work accident insurance program, old age insurance, and death insurance, are still guided by the provisions of Articles 8 to 15 of Law No. 3 of 1992 concerning Labor Social Security and no later than July 1, 2015 BPJS Employment operates in accordance with the provisions of the SJSN Law, then all articles of the Social Security Law are revoked and declared invalid [26].

The company can provide in accordance with the existing constitutional regulations because health is very important for employees. According to Law Number 13 of 2003 concerning Manpower, wages are the rights of workers that are received and expressed in the form of money in exchange from the company or employer to workers who have been determined and paid in accordance with employment agreements, agreements or laws and regulations, this also includes allowances for workers and their families for a job that has been done or carried out.

The results of the evaluation of internal and external factors of CV. Dwi Mitra Sejahtera obtained from the results of the interview, the factors that affect the company's human resources in improving employee performance show internal results of 2.9 and external results of 2.75 (See IFE CV Matrix Table. Dwi Mitra Sejahtera p.19). This means that the development of human resource management in improving employee performance at Cv. Dwi Mitra Sejahtera lies in quadrant V in the IE (Internal-External) matrix. The human resource management at Cv. Dwi Mitra Sejahtera shows *Hold and Maintain*. This indicates a moderate value, therefore it is necessary to have a well-organized human resource management to maintain and maintain the current performance of employees. Where the company has outstanding strengths such as communication between divisions is quite good. To maintain and maintain the management of human resources owned by the company, it is necessary to overcome factors that are external threats. Through company development, it is necessary to develop and strengthen policies that can support the company's strengths.

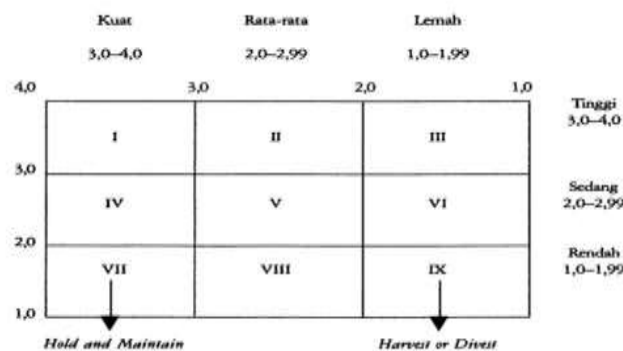


Figure 4: IE Matrix  
(Source: David & David, 2017)



The results of the analysis of the evaluation of internal and external environmental factors can be described in the SWOT matrix table as follows:

	<p><b>Strength (S)</b></p> <ol style="list-style-type: none"> <li>1. Directors are firm in making decisions</li> <li>2. The majority of human resources are young and agile</li> <li>3. Employee harmony</li> <li>4. Communication between teams is quite good</li> <li>5. Employees who master every desk job</li> <li>6. High sense of empathy between employees</li> </ol>	<p><b>Weakness (W)</b></p> <ol style="list-style-type: none"> <li>1. Lack of discipline in working time in employees</li> <li>2. The majority of employees have not received a monthly salary equivalent to UMR Sidoarjo, and are still adjusting the company's ability by giving the best to employees</li> <li>3. Absence of overtime pay and BPJS from the company</li> <li>4. Career path is unclear</li> <li>5. Providing unfair incentives among employees</li> <li>6. Inadequate work facilities</li> </ol>
<p><b>Threat (T)</b></p> <ol style="list-style-type: none"> <li>1. There is a lack of awareness that company owners have to improve the human resource management system in the company.</li> <li>2. The way it works is still manual</li> <li>3. Lack of good communication between divisions that leads to miscommunication</li> </ol>	<p><b>Strategy (ST)</b></p> <p>The Director aligns or ensures that the decisions that have been taken have been conveyed to employees between divisions where the decisions have been carried out according to orders and run in accordance with what is planned so that there are no misses or mistakes. (S1,T3)</p> <p>Rewarding employees who can develop rapidly in improving the company's human resource management system in improving the performance of the company's employees. (S2,T1)</p>	<p><b>Strategy (WT)</b></p> <p>Create a work system using a program where facilities are adequate and can make it easier for employees to complete work quickly and accurately (W6,T2)</p> <p>Creating a clearer organizational structure regarding career paths as improving the human resource management system in the company (W4,T1)</p>
<p><b>Opportunity (O)</b></p> <ol style="list-style-type: none"> <li>1. Collaborate a lot with agencies</li> <li>2. Many field services are able to improve cooperation and leadership skills</li> <li>3. Employee investment according to performance</li> <li>4. UMP (Provincial Minimum Wage) Policy</li> <li>5. Utilizing technological advances in human resource management in companies</li> <li>6. Lots of employee training to have a skilled and hardworking workforce</li> <li>7. Reward outstanding employees</li> <li>8. The employee's career path is clear</li> <li>9. Director's motivation and innovation to encourage employees to be more productive</li> </ol>	<p><b>Strategy (SO)</b></p> <p>Collaborate with many agencies as well as improve employee performance to advance the company (S6,O1)</p> <p>Utilizing the resources of the majority of young people to be able to develop their potential insights and ideas by improving their ability to think and become leaders (S2,O2)</p>	<p><b>Strategy (WO)</b></p> <p>Improve working time discipline in employees to attend employee training to produce a more skilled workforce to improve the company (W1,O6)</p>

## **Planning, Organizing, Directing and Control**

Human resource management in a company is very essential in the running of a company. This is because humans are the key to all problems that occur in the company. Human Resource Management is a form of effort of the company to handle various problems related to employees, managers, directors and all workers who support all company activities in achieving goals.

The essence of human resource management is to have a function to process the workforce owned by the company as much as possible. Human resource management on CV. Dwi Mitra Sejahtera conducts planning, recruitment and training to realize the company's goals.

### **1. Planning**

The process of planning the needs of Human Resources (HR) in CV. Dwi Mitra Sejahtera does not have specific specifications and only adjusts the needs needed by the company based on the director's decision. The step taken in the company planning process is to find prospective employees who are experienced in the field or division needed by the company.

### **2. Recruitment**

Employee recruitment at the company is carried out based on the needs of the division and also seen from the criteria of the prospective employee and will be decided directly by the director. Specifically, the criteria sought by the company are employees who really want to process together in achieving the company's goals.

The first step in the employee recruitment process is for the director to place a job ad on a job search application such as LinkedIn. The next stage is the selection of job registration requirements files and then continued at the interview stage. At the interview stage, prospective employees will be interviewed directly by the company's director. The last stage is that employees who will be selected by the director will be given information that they have been declared accepted by the company and will continue to the employment agreement.

### **3. Training**

The company will provide *training* to its new employees. This training process is carried out for a month accompanied by senior employees to help new employees adapt to the tasks of the division for which they are responsible. The company also has a training program for employees to continue to grow together. Every employee in the company has the same opportunity to take part in training. The training provided by the company to employees is in the form of work priority quadrant division material where in the training they are taught how to divide work that is important, urgent, important, not urgent, not urgent. In employee training, it will be tested for 3 months with the hope that employees can master the job.

## **Competition and Motivation System**

The competition system on CV. Dwi Mitra Sejahtera is by giving rewards to outstanding employees. The outstanding category in this case is employees who have the latest ideas or innovations for the company's progress and the best employees from each division. As for the provision of incentives, it is based on the achievement of the division's target every month. So that the incentives received by each division will be different. However, it will be the same for every employee who is in the same division. These incentives will be given to employees if the monthly target set by the company has been achieved, and this target is different for each employee. For most employees, the incentive system on CV. Dwi Mitra Sejahtera affects employee performance. The incentive system is considered unfair for some employees, this is because the target burden they have is different even though they are in the same division, but the company provides the same amount of incentives. In addition, the company also does not impose a special incentive system for employees who work overtime. Because the company considers this to be a form of employee loyalty to the company.

Cv. Dwi Mitra Sejahtera also compensates its employees. Compensation is given to employees based on the director's assessment by conducting an assessment of the employee's attitude, discipline, responsibility and work initiative. So that the decision to provide this compensation is entirely based on the assessment of the company's directors. In addition, the company also does not provide BPJS Kesehatan facilities for its employees, and only applies a health insurance policy based on the company's claims with an amount of one and a half times the employee's salary within one year. The company always strives to provide work motivation to employees to improve performance. The company

conducts briefing activities in the morning every day, this is done to provide inspiration and motivation to employees so that they can come up with ideas that help the company to always improve their performance. In addition, the company also holds gatherings which are held 2 times a year to help refresh employee performance so that they are more enthusiastic at work.

### Separation and Retention

Human resource management in CV. Dwi Mitra Sejahtera has not been well organized, causing many employees to resign. The total number of employees who resign within one year can reach 10 percent to 20 percent. The factors that make employees choose to resign from the company are the amount of salary that is not equivalent to the UMR of Sidoarjo Regency, the incentive system provided by the company and the absence of BPJS health for employees.

If there is an employee with good performance who resigns, the company will make efforts to detain the employee so that he does not file a report. If an employee who has poor performance submits a report, the company will not make efforts to retain the employee. So that efforts to retain employees will be carried out to employees who have good performance.

The company also has SOPs for employees who apply for resignation. The SOP at the company will provide severance pay and work reference letters to employees who resign. However, if the employee submits his resignation not in accordance with the SOP or leaves unwell, the company will not provide severance pay or a work reference letter.

### Testimoni Customer CV. Dwi Mitra Sejahtera

Cv. Dwi Mitra Sejahtera is a company that has been established since 2017 and continues to strive to create quality service in building *customer* loyalty and meeting *customer* needs in various aspects of laboratory needs. The Company strives to maintain the quality of services provided to *customers* in order to meet the wishes and expectations of *customers* in order to create and maintain *customer loyalty*. In this case, the quality of quality service is in accordance with the resources owned, the company tries to maintain employee performance to remain optimal in providing the best service to *customers*. The following are the results of testimonials from *customers* regarding the performance of CV employees. Dwi Mitra Sejahtera.

**Table 5. CV Employee Performance Testimonials. Dwi Mitra Sejahtera**

Reliability ( <i>reability</i> )	<ol style="list-style-type: none"> <li>1. Human resources (employees) who are professional and have competence in the laboratory field</li> <li>2. Employees are friendly and courteous</li> <li>3. Employees have high work initiative</li> <li>4. Help provide references for products</li> </ol>
Responsiveness	<ol style="list-style-type: none"> <li>1. Customer complaints or complaints are immediately served a maximum of 1x24 hours</li> <li>2. A total of 15 complaints for 6 months have been resolved.</li> <li>3. Fast customer service</li> <li>4. Helps provide an understanding of the product</li> <li>5. Prompt bidding</li> </ol>
Empathy ( <i>Emphaty</i> )	<ol style="list-style-type: none"> <li>1. Service facilities provided by the company to customers to meet all needs</li> <li>2. Flexible delivery system</li> <li>3. Help provide solutions in case of problems</li> <li>4. Always provide information if something happens</li> </ol>

### CV Employee Testimonials. Dwi Mitra Sejahtera

As stated in the mission of CV. Dwi Mitra Sejahtera where the company has a mission to create the best conditions for employees as a pride to work, create and achieve and also increase concern for employees, in this context, explained that the company attaches great importance to existing human resources because with good human resources, it is hoped that the company's goals will be easier to achieve.

## CONCLUSION

Human resource management has a very important role in improving employee performance in a company. Human resource management in CV companies. Dwi Mitra Sejahtera has shortcomings in the system that still uses a manual system which should be currently with technological advances to be a more advanced step to make it easier for employees to complete their work.

The planning, recruitment and training process is fully controlled by the director in the absence of control from the human resource development division. Motivation and competition system in CV companies. Dwi Mitra Sejahtera for providing incentives is considered unfair for some employees, this is because the target burden they have is different even though they are in the same division, but the company provides the same amount of incentives. In addition, the company also does not impose a special incentive system for employees who work overtime. Because the company considers this to be a form of employee loyalty to the company. And it causes many employees to resign which reaches 10 to 20% per year

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