

Human Resource Management Strategies to Enhance Employee Productivity at Perum Bulog, Makassar Branch Office

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Abstract

This study aims to analyze human resource management (HRM) implementation, identify factors inhibiting HRM effectiveness, and formulate appropriate strategies to improve employee productivity at Perum BULOG Makassar Branch Office. The study employed a qualitative descriptive approach using interviews, observation, and documentation as data collection methods. Informants consisted of branch management and employees directly involved in HRM and operational activities. Data were analyzed using SWOT analysis integrated with the Internal Factor Analysis Summary (IFAS), External Factor Analysis Summary (EFAS), and TOWS Matrix. The findings indicate that HRM at Perum BULOG Makassar Branch Office has been implemented relatively systematically through workforce planning, recruitment, employee placement, training, performance appraisal, coaching, and managerial support. However, several inhibiting factors remain, including workload imbalances, limited employee availability during periods of high operational demand, unequal access to training, competency gaps in adapting to digital systems, and suboptimal coordination and communication. The IFAS analysis produced a strength score of 3.648 and a weakness score of 2.427, while the EFAS analysis generated an opportunity score of 3.672 and a threat score of 3.267. The resulting strategic coordinates of (1.221; 0.405) place the organization in Quadrant I, indicating an aggressive strategy. Therefore, the recommended strategy is SO, emphasizing continuous competency development, technology utilization, improved workload allocation, stronger coordination, and optimization of work systems. This study contributes a contextual HRM strategy framework for state-owned food and logistics enterprises.

INTRODUCTION

Globalization, increasing business competition, and the growing complexity of public-sector service delivery have intensified the need for organizations to improve employee performance and productivity. This challenge is particularly relevant for state-owned enterprises (SOEs) whose organizational performance is not solely measured by financial outcomes but also by their ability to fulfill strategic public responsibilities. One such organization is Perusahaan Umum (Perum) Bulog, a state-owned enterprise with a strategic mandate to support national food security through the procurement, management, storage, and distribution of staple food commodities. Consequently, the effectiveness of Bulog's operations is highly dependent on the quality, competence, and productivity of its human resources. Human resources constitute a strategic organizational asset because organizational effectiveness is determined not only by financial capital, technological infrastructure, and physical resources but also by the organization's ability to mobilize and manage its employees effectively. Human resource management (HRM) therefore plays a central role in aligning employee capabilities, organizational responsibilities, and strategic objectives. Effective HRM encompasses not only recruitment and placement but also competency development, training, work motivation, performance appraisal, compensation, workload

management, coordination, and the development of an organizational culture that supports productivity. In increasingly dynamic work environments, these dimensions must be integrated to ensure that employees are able to respond effectively to changes in organizational demands and service expectations.

Employee productivity represents an important indicator of organizational effectiveness because it reflects the extent to which human resources are utilized efficiently to generate expected outputs. High productivity indicates that employees are able to complete their responsibilities efficiently, meet performance targets, and contribute to organizational objectives. Conversely, low productivity may signal deficiencies in workload distribution, employee competencies, coordination, motivation, or the implementation of HRM practices. In public-service-oriented organizations, such deficiencies may have broader consequences because employee productivity is closely associated with service timeliness, operational efficiency, responsiveness, and the quality of services received by the community. These issues are particularly important in Perum Bulog because the organization's operational activities are directly connected to food security and public service. Bulog is required to maintain the availability and stability of staple food commodities while simultaneously responding to changes in market conditions, government policies, community needs, and distribution requirements. Such responsibilities require not only adequate organizational resources but also employees who possess appropriate competencies and are assigned responsibilities consistent with their roles. Therefore, the effectiveness of work allocation and coordination among organizational units becomes an important component of HRM in supporting employee productivity.

The relevance of this issue can be observed in Perum Bulog Kantor Cabang Makassar, which has a strategic role in supporting food stability in South Sulawesi. Its working area covers Makassar City, Gowa Regency, Takalar Regency, Maros Regency, and Pangkajene and Kepulauan Regency (Pangkep). The broad geographical coverage and diverse operational responsibilities create considerable organizational complexity, particularly in food procurement, storage, distribution, and public service activities. At the same time, the branch operates within an environment characterized by fluctuations in agricultural production, changing market prices, digitalization of work processes, increasing public demand for food availability, and changes in government policies concerning price stabilization and social assistance distribution. These conditions increase the importance of effective human resource allocation and coordination. The organizational structure of Perum Bulog Kantor Cabang Makassar further illustrates the diversity of employee responsibilities. The branch involves managerial, auditing, administrative, financial, operational, public-service, procurement, accounting, and business functions. The characteristics of these functions are presented in Table 1.

Table 1. Characteristics of Employee Tasks at Perum Bulog Kantor Cabang Makassar

No.	Position	Main Responsibilities
1	Branch Manager	Responsible for overall branch performance.
2	Deputy Branch Manager	Assists the branch manager, supervises work units, and assumes managerial responsibilities when required.
3	Resident Auditor	Conducts internal supervision and auditing activities.
4	AM Administration and Finance	Manages branch administration and financial activities.

5	AM Operations and Public Services	Manages operational activities and ensures the quality of public services.
6	AM Procurement	Manages procurement planning and implementation.
7	AM Accounting	Manages financial recording and reporting.
8	AM Business	Manages and develops branch business activities.
9	Administration and Finance Staff	Performs administrative and financial recording activities.
10	Operations and Public Service Staff	Performs operational activities and provides services to customers and stakeholders.

Source: Annual Report of Perum Bulog (Bulog, 2026).

The diversity of these positions indicates that employee productivity cannot be separated from the effectiveness of work allocation and inter-unit coordination. Employees with different functional responsibilities require clearly defined tasks, balanced workloads, effective communication, and appropriate coordination mechanisms. When these elements are not aligned, organizations may experience overlapping responsibilities in some units and excessive workloads in others. Such conditions may ultimately reduce employee productivity and affect the quality and timeliness of public services. Internal data from Perum Bulog Kantor Cabang Makassar in 2026 provide an initial indication of this issue. The reported productivity levels across several divisions were 25% for the Administration and Finance Division, 30% for the Operations and Public Services Division, and 20% for the Procurement Division. These figures indicate that employee productivity remains a concern and provide an important empirical basis for examining the underlying HRM conditions.

Table 2. Employee Productivity by Division

Division	Reported Productivity
Administration and Finance	25%
Operations and Public Services	30%
Procurement	20%

Source: Internal Report of Perum Bulog Kantor Cabang Makassar (Bulog, 2026).

The internal evidence suggests that productivity problems may be associated with the distribution of responsibilities and workloads among organizational units. Differences in workload, coordination, and task allocation may create unequal working conditions across divisions. The Operations and Public Services Division, Administration and Finance Division, and Procurement Division, for example, have different levels of operational demands and functional responsibilities. When task allocation is not adequately aligned with employee capacity and organizational requirements, the resulting imbalance may contribute to delays, inefficiencies, and difficulties in achieving predetermined performance targets. This organizational issue can also be viewed from an Islamic management perspective. Islam emphasizes order, coordination, collective responsibility, and cooperation in accomplishing organizational objectives. This principle is reflected in QS. Ash-Shaff verse 4:

إِنَّ اللَّهَ يُحِبُّ الَّذِينَ يُقَاتِلُونَ فِي سَبِيلِهِ صَفًّا كَانَهُمْ بُنْيَانٌ مَرْصُورٌ

“Indeed, Allah loves those who fight in His cause in a row as though they are a [single] structure joined firmly.”
(QS. Ash-Shaff: 4)

The verse emphasizes the importance of order, coordination, and collective effort in achieving common objectives. Within an organizational context, these principles can be translated into effective division of labor, coordination among organizational units, clarity of responsibilities, and collective commitment to organizational goals. Accordingly, employee productivity should not be understood solely as an individual outcome but also as a consequence of how organizational tasks, responsibilities, and human resources are structured and coordinated. The principle of professionalism is similarly emphasized in Islamic teachings. The Prophet Muhammad (peace be upon him) stated:

إِنَّ اللَّهَ يُحِبُّ إِذَا عَمَلٌ أَحَدُكُمْ عَمَلًا أَنْ يُقَنَّهُ

“Indeed, Allah loves that when one of you performs a task, he perfects it.” (HR. Al-Baihaqi).

This teaching reinforces the importance of performing work with competence, responsibility, and excellence. In the context of HRM, professionalism can be reflected through appropriate job placement, competency development, work discipline, effective workload management, and the alignment between employee capabilities and organizational responsibilities. Therefore, integrating organizational HRM principles with Islamic values provides a relevant perspective for understanding how employee productivity can be strengthened within an organization responsible for public service.

The productivity issue at Perum Bulog Kantor Cabang Makassar is also reflected in operational challenges involving coordination and service delivery. Differences in workload among divisions, combined with less-than-optimal coordination, may contribute to delays in service, operational inefficiencies, and difficulties in achieving work targets. Furthermore, increasing public expectations for fast, accurate, and responsive services require the organization to continuously strengthen its human resource management strategy. The effectiveness of HRM is therefore not merely an internal organizational concern but also has implications for the quality of public services and the effectiveness of food distribution. Internal company records also indicate the existence of feedback and complaints from members of the public and business partners concerning service time, coordination among work units, and consistency in service responses. Although these conditions require further empirical investigation, they provide an important contextual indication that human resource management and employee productivity warrant closer examination. If such problems remain unresolved, they may affect operational effectiveness, distribution accuracy, service quality, and ultimately the organization's ability to fulfill its strategic role in maintaining food stability.

From a research perspective, the relationship between HRM and employee productivity has received considerable attention. Previous studies have predominantly examined specific HRM practices, including training, motivation, compensation, performance appraisal, and employee development, using quantitative approaches to identify their statistical effects on productivity. While these studies provide important evidence concerning the determinants of employee productivity, they may not fully capture the organizational processes through which HRM strategies are implemented, particularly in complex public-service-oriented SOEs. Moreover, quantitative approaches alone may provide limited insight into why particular HRM practices

become ineffective, how employees perceive workload distribution, and how coordination problems emerge across organizational units.

This creates an important knowledge gap. Research that integrates qualitative and quantitative perspectives to examine HRM strategies and employee productivity within Indonesian SOEs remains relatively limited, particularly in the context of Perum Bulog at the branch level. Existing studies also provide insufficient attention to the empirical consequences of unequal task distribution and inter-unit coordination for employee productivity and public-service quality. The gap is important because productivity problems in public-sector organizations cannot necessarily be explained by individual employee characteristics alone; they may also originate from organizational structures, work allocation, coordination mechanisms, and contextual demands. A more comprehensive approach is therefore required to identify both the measurable productivity conditions and the organizational mechanisms underlying them.

The novelty of this study lies in its attempt to examine HRM strategy and employee productivity through an integrated qualitative and quantitative perspective in the context of Perum Bulog Kantor Cabang Makassar. Rather than focusing exclusively on individual HRM variables, this study considers the broader organizational context, particularly work allocation, workload distribution, inter-unit coordination, employee capability, and service demands. The study also incorporates an Islamic management perspective emphasizing order, cooperation, professionalism, and responsibility as complementary principles for understanding HRM practices. This contextualized approach is expected to provide a more comprehensive explanation of the factors influencing employee productivity in an SOE with a strategic public-service mandate.

Accordingly, this study aims to analyze the human resource management strategies implemented by Perum Bulog Kantor Cabang Makassar to improve employee productivity, with particular attention to work allocation, workload distribution, employee competence, inter-unit coordination, and service effectiveness. By combining organizational evidence with employee productivity indicators, the study is expected to contribute both theoretically and practically. Theoretically, it extends the discussion of HRM and employee productivity by providing evidence from an Indonesian SOE operating within a strategic public-service environment. Practically, the findings are expected to assist Perum Bulog Kantor Cabang Makassar in formulating more effective HRM strategies, improving work allocation and coordination, and strengthening employee productivity and service quality.

METHODS

3.1 Research Design

This study employed a qualitative-dominant exploratory research design to identify and formulate human resource management (HRM) strategies for improving employee productivity at Perum Bulog Kantor Cabang Makassar. The exploratory design was selected because the study seeks to obtain an in-depth understanding of organizational conditions, identify internal and external factors affecting employee productivity, and formulate context-specific strategic alternatives based on empirical evidence obtained from organizational stakeholders. Exploratory research is appropriate for investigating research problems that have not been sufficiently examined or require a more comprehensive understanding of their underlying conditions. George (2023) explains that exploratory research investigates topics and research questions that have not been studied extensively and is commonly associated with qualitative approaches because of its flexible and open-ended nature. Similarly, Saha (2024) describes exploratory research as a

systematic approach for understanding problems that require clearer definition or further investigation, with an emphasis on generating insights that can guide subsequent and more focused inquiry.

The qualitative component of this study was used to explore employees' and managers' perceptions concerning HRM practices, work allocation, workload distribution, employee competence, coordination, organizational constraints, and productivity. The findings obtained through interviews, focus group discussions (FGDs), observations, and document analysis were subsequently synthesized into internal and external strategic factors. To strengthen the strategic formulation process, the study also employed a structured quantitative scoring procedure through the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS). These scores were used to assess the relative importance of identified strengths, weaknesses, opportunities, and threats and to formulate strategic alternatives through SWOT analysis. Thus, the quantitative component was not intended to test causal relationships statistically but to support the prioritization and formulation of HRM strategies based on qualitative findings. The overall research process consisted of five stages: (1) identification of organizational and HRM problems; (2) collection of qualitative data through observation, interviews, FGDs, and documentation; (3) identification and classification of internal and external factors; (4) quantitative scoring of internal and external factors through IFAS and EFAS; and (5) formulation of strategic alternatives using SWOT analysis.

3.2 Research Setting and Period

The study was conducted at Perum Bulog Kantor Cabang Makassar, located at Jalan Urip Sumoharjo No. 42, Panaikang, Panakkukang District, Makassar City, South Sulawesi, Indonesia. The research site was purposively selected because the branch has a strategic role in food procurement, management, distribution, and public service within its operational area. The research covered the period from January to April 2026. Data collection during this period included direct observations, interviews and FGDs with selected organizational stakeholders, administration of the strategic-factor questionnaire, and collection of relevant organizational documents.

3.3 Data Types and Sources

3.3.1 Data Types

The primary data in this study consisted predominantly of qualitative information concerning the implementation of HRM and factors affecting employee productivity. The qualitative data included participants' perceptions and experiences related to work allocation, workload distribution, employee competence, motivation, communication, coordination, organizational culture, employee involvement, career development, and service delivery. Qualitative data were collected in the form of verbal statements, observations, descriptions of organizational practices, and relevant organizational documents. These data were analyzed descriptively and thematically to identify recurring patterns and organizational factors associated with employee productivity. In addition to qualitative data, structured scoring data were obtained through a questionnaire administered to selected organizational respondents. The questionnaire was used specifically to assess the relative importance of internal and external factors identified through the qualitative investigation. These scores were subsequently incorporated into the IFAS and EFAS matrices.

3.3.2 Data Sources

The study utilized both primary and secondary data. Primary data were obtained directly from employees and managerial personnel at Perum Bulog Kantor Cabang Makassar through observation, interviews, FGDs, and questionnaires. The primary data provided information concerning HRM practices, employee productivity, work allocation, coordination, organizational strengths and weaknesses, and external opportunities and threats. Secondary data consisted of relevant organizational documents and internal records, including employee performance information, organizational reports, annual reports, administrative records, and other documents relevant to HRM and productivity. Secondary data were used to complement and verify information obtained from primary sources.

3.4 Research Subjects and Unit of Analysis

The research subjects consisted of employees and managerial personnel at Perum Bulog Kantor Cabang Makassar who were directly involved in organizational operations and HRM-related processes. Participants were selected purposively based on their organizational positions, responsibilities, knowledge of operational conditions, and ability to provide relevant information concerning employee productivity and HRM practices. The primary unit of analysis was the HRM strategy implemented at the branch level, with particular attention to work allocation, workload distribution, employee competence, coordination among organizational units, and factors affecting employee productivity. The research focused on three interconnected analytical dimensions: (1) the implementation of HRM practices; (2) internal and external factors affecting employee productivity; and (3) strategic alternatives for improving HRM effectiveness and employee productivity.

3.5 Operational Definitions

3.5.1 Human Resource Management Strategy

HRM strategy refers to a systematic and long-term set of policies, practices, and managerial actions designed to manage organizational employees effectively and efficiently in order to achieve organizational objectives. In this study, HRM strategy encompasses employee placement, work allocation, competency development, workload management, employee motivation, coordination, performance management, and other organizational practices intended to enhance employee productivity.

3.5.2 Employee Productivity

Employee productivity refers to the effectiveness and efficiency with which employees utilize available resources, including time, skills, knowledge, and effort, to complete assigned tasks and achieve predetermined organizational objectives. In this study, employee productivity is examined through indicators related to work completion, achievement of work targets, efficiency, timeliness, effectiveness, and contribution to organizational performance.

3.6 Participants and Informants

Participants and informants were selected using purposive sampling. Selection was based on their direct involvement in the activities examined in the study and their ability to provide

relevant and reliable information regarding HRM practices and employee productivity. The inclusion criteria were as follows:

1. being employed or holding an organizational position at Perum Bulog Kantor Cabang Makassar;
2. being directly involved in organizational or HRM-related activities;
3. having sufficient knowledge of the operational conditions of the branch;
4. being willing to participate in the research and provide information;
5. being able to communicate and explain organizational conditions adequately; and
6. having experience or responsibilities relevant to employee productivity, work allocation, coordination, or service delivery.

Two groups of participants were involved. The first group consisted of 10 respondents who participated in the structured questionnaire used to assess the internal and external strategic factors. The second group consisted of 6 key informants who participated in the qualitative investigation through interviews and/or FGDs.

Table 3.1. Questionnaire Respondents

No.	Position	Number
1	Branch Manager	1
2	Deputy Branch Manager	1
3	Resident Auditor	1
4	Assistant Manager of Administration and Finance	1
5	Assistant Manager of Operations and Public Services	1
6	Assistant Manager of Procurement	1
7	Assistant Manager of Business	1
8	Assistant Manager of Accounting	1
9	Operations and Public Services Staff	1
10	Sales Assistant	1
Total		10

Table 3.2. Key Informants

No.	Position	Number
1	Branch Manager	1
2	Deputy Branch Manager	1
3	Assistant Manager of Administration and Finance	1
4	Assistant Manager of Operations and Public Services	1
5	Procurement Staff	1
6	Operations and Public Services Staff	1
Total		6

The distinction between respondents and informants was made to ensure methodological clarity. The respondents provided structured assessments used in the strategic-factor scoring process, whereas the key informants provided in-depth qualitative information concerning organizational practices, challenges, and potential HRM strategies.

3.7 Data Collection Procedures

Data collection was conducted using four complementary techniques: observation, interviews and FGDs, documentation, and questionnaires.

3.7.1 Observation

Direct observation was conducted to obtain contextual information concerning employee behavior, work processes, interactions, communication patterns, coordination, and daily operational activities at Perum Bulog Kantor Cabang Makassar. Observation enabled the researcher to compare reported practices with actual organizational conditions, particularly with respect to work allocation, coordination, and service delivery.

3.7.2 Interviews and Focus Group Discussion

Semi-structured interviews and FGDs were conducted with six key informants. The participants represented managerial and operational positions with direct knowledge of HRM and organizational activities. The discussions focused on HRM implementation, employee productivity, work allocation, workload distribution, employee competencies, coordination, organizational constraints, and potential strategies for improving productivity. The semi-structured format allowed the researcher to maintain consistency across participants while providing sufficient flexibility to explore issues that emerged during the data collection process. The FGD was also used to identify areas of agreement and differences in perceptions among organizational stakeholders.

3.7.3 Documentation

Documentation was used to obtain supplementary evidence relevant to the research objectives. Documents included organizational reports, employee performance records, internal reports, annual reports, photographs, administrative documents, and other records relevant to HRM and employee productivity. Documentary evidence was used to complement information obtained from interviews, observations, and FGDs.

3.7.4 Questionnaire

A structured questionnaire was administered to 10 selected respondents. The questionnaire was not used to test causal relationships between HRM variables and employee productivity. Instead, it was used to assign ratings to the internal and external factors identified through the qualitative investigation. The questionnaire therefore served as a supporting instrument for the IFAS and EFAS analyses, allowing the identified strengths, weaknesses, opportunities, and threats to be systematically assessed according to their relative importance.

3.8 Data Analysis

Data analysis was conducted in two interconnected stages: qualitative analysis and strategic analysis.

3.8.1 Qualitative Data Analysis

Qualitative data obtained from observations, interviews, FGDs, and documents were organized, reviewed, and categorized according to the research objectives. The analysis focused on identifying recurring patterns related to HRM implementation, employee productivity, work allocation, workload distribution, employee competence, coordination, and organizational challenges. The analysis involved three broad stages: data reduction, data organization and

presentation, and interpretation of findings. Information from different sources was compared to identify consistent patterns and discrepancies. The resulting themes were then used to identify the internal and external factors relevant to the formulation of HRM strategies.

3.8.2 Identification of Internal and External Factors

The findings from the qualitative analysis and documentary evidence were classified into internal and external strategic factors. Internal factors consisted of organizational strengths (S) and weaknesses (W), including factors related to employee competence, work allocation, coordination, organizational resources, managerial support, and HRM practices. External factors consisted of opportunities (O) and threats (T) that could influence the organization's ability to improve employee productivity, including changes in government policies, technological developments, public service demands, market dynamics, and other relevant environmental conditions.

3.8.3 IFAS and EFAS Analysis

The identified internal and external factors were subsequently evaluated using the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices. The IFAS matrix was used to evaluate the relative importance of internal strengths and weaknesses, while the EFAS matrix was used to evaluate external opportunities and threats. Each factor was assigned a weight and rating based on the assessment obtained from the respondents. The weighted score was then calculated to determine the relative contribution of each factor to the organization's strategic position.

The general calculation procedure was:

$$\text{Weighted Score} = \text{Weight} \times \text{Rating}$$

The total scores generated by the IFAS and EFAS matrices were used to provide a structured assessment of the organization's internal and external strategic position. This procedure enabled the qualitative findings to be translated into a systematic strategic framework without treating the study as a causal quantitative investigation.

3.8.4 SWOT Analysis

SWOT analysis was subsequently employed to formulate strategic alternatives based on the identified strengths, weaknesses, opportunities, and threats. SWOT analysis is useful for identifying internal and external factors that influence organizational performance and for developing strategic alternatives based on the interaction between these factors (Mashuri & Nurjannah, 2020). The SWOT analysis followed five main stages:

1. identification of internal strengths;
2. identification of internal weaknesses;
3. identification of external opportunities;
4. identification of external threats; and
5. development of the SWOT strategic matrix.

The interaction among the four categories generated four strategic orientations:

Strengths (S)	Weaknesses (W)
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Opportunities (O)	SO Strategies: utilize organizational strengths to exploit available opportunities.	WO Strategies: overcome weaknesses by utilizing available opportunities.
Threats (T)	ST Strategies: utilize organizational strengths to mitigate external threats.	WT Strategies: minimize weaknesses and avoid or reduce the impact of external threats.

The resulting strategic alternatives were then evaluated in relation to the research objective, namely improving HRM effectiveness and employee productivity at Perum Bulog Kantor Cabang Makassar. The strategic formulation considered the organization's vision, mission, current conditions, anticipated developments, and operational requirements. Thus, SWOT analysis was used not merely to describe organizational conditions but as a decision-support framework for developing actionable HRM strategies. The use of SWOT analysis in this study is consistent with the approach proposed by Rachmawati and Susanti (2022), in which the identification of internal and external factors based on organizational evidence can be used as a basis for developing strategic alternatives.

3.9 Data Trustworthiness and Validity

The trustworthiness of qualitative findings was established through credibility, transferability, dependability, and confirmability. These four criteria are commonly used to assess the trustworthiness of qualitative research (Moleong, 2019). First, credibility was established through source triangulation, member checking, prolonged engagement with the research setting, and careful observation of organizational processes. Information obtained from managers and employees was compared with observations and documentary evidence to assess consistency. Second, transferability was addressed by providing sufficient contextual information concerning the organizational setting, participants, HRM conditions, and operational characteristics of Perum Bulog Kantor Cabang Makassar.

This allows readers to assess the potential applicability of the findings to comparable organizational contexts. Third, dependability was strengthened by maintaining a systematic research procedure and documenting the stages of data collection, analysis, factor identification, and strategic formulation. This ensured that the analytical process could be traced and evaluated. Fourth, confirmability was established by linking interpretations and strategic conclusions to empirical evidence obtained from participants, observations, and organizational documents. Researcher interpretations were therefore not treated as independent assertions but were grounded in the collected evidence. Triangulation was applied by comparing information obtained from different sources and methods, including interviews, FGDs, observations, questionnaires, and documentary evidence. Member checking was also conducted by confirming relevant interpretations with selected participants. These procedures were intended to ensure that the findings accurately represented the organizational conditions and reduced the potential influence of researcher subjectivity.

RESULTS AND DISCUSSION

4.1 Research Findings and Discussion

Data were collected through questionnaires and in-depth interviews involving two groups: 10 questionnaire respondents and six key informants selected purposively for qualitative investigation. Respondents and informants represented different organizational positions, ages, genders, and lengths of service, allowing the study to capture diverse perspectives on HRM practices and employee productivity.

Table 4.1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	5	50.0
	Female	5	50.0
Age	31–40 years	6	60.0
	41–50 years	3	30.0
	>50 years	1	10.0
Length of Service	8–10 years	2	20.0
	11–15 years	4	40.0
	16–20 years	3	30.0
	>20 years	1	10.0

Source: Processed primary data (2026).

The respondents consisted of five males and five females. Most were aged 31–40 years (60.0%), indicating that the majority were within the productive working-age group. The largest proportion had 11–15 years of service (40.0%), indicating substantial organizational experience. Respondents represented strategic and operational positions, including the Branch Manager, Deputy Branch Manager, Resident Auditor, and operational staff. Their direct involvement in organizational activities made them relevant sources of information for the study.

4.2 Informant Characteristics

Table 4.2. Informant Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	3	50.0
	Female	3	50.0
Age	31–40 years	4	66.7
	41–50 years	2	33.3
Length of Service	10–15 years	3	50.0
	16–20 years	3	50.0

Source: Processed primary data (2026).

The six key informants consisted of three males and three females. Most were aged 31–40 years (66.7%), while half had 10–15 years of service and the other half had 16–20 years. They occupied positions including Branch Manager, Deputy Branch Manager, Assistant Managers of Administration and Finance and Operations and Public Services, Procurement Staff, and Business Staff. Their purposive selection was based on their knowledge, experience, and direct involvement in organizational operations, enabling the study to obtain diverse perspectives on HRM, productivity, coordination, and organizational challenges.

4.3 Research Focus and Analytical Dimensions

Table 4.3. Research Focus and Analytical Dimensions

No.	Research Focus	Analytical Dimensions
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1	Human Resource Management	HRM implementation; HR planning
2	SWOT Analysis	Internal factors: strengths and weaknesses; External factors: opportunities and threats
3	HRM Constraints	Barriers to HRM implementation and HR planning

Source: Processed primary data (2026).

The study focused on HRM implementation, SWOT analysis, and HRM constraints. These dimensions provided the analytical framework for identifying organizational conditions and formulating HRM strategies to improve employee productivity at Perum Bulog Kantor Cabang Makassar.

4.4 Human Resource Management

4.4.1 Implementation of Human Resource Management

How is HRM implemented at Perum Bulog Kantor Cabang Makassar?

The findings indicate that HRM is implemented through functional task allocation, interdepartmental coordination, employee development, and performance evaluation. These practices support employees in performing their responsibilities and maintaining operational and public-service activities. “HRM at this branch is already functioning quite well. Each employee has their own responsibilities according to their respective sections. We also conduct coordination, performance evaluations, and employee development activities. Especially now that Bulog's workload is increasing, cooperation between departments is really necessary.” Far, Branch Manager, March 3, 2026

Similarly, an employee stated:

“HRM here is already quite well directed because the division of tasks is clear. When there are problems, we coordinate with supervisors or other departments. However, when the workload increases, employees need to support one another.” Wid, Assistant Manager of Operations and Public Services, February 27, 2026. These findings show that clear responsibilities, coordination, and employee development support HRM effectiveness. However, increased workloads during service and distribution activities require flexible workload management and stronger cross-functional collaboration.

4.4.2 Human Resource Planning

How does the organization determine the number of employees required in each department?

Employee requirements are determined by considering workload, operational needs, and departmental targets.

“Employee requirements are usually determined by looking at the workload of each section. We look at the available work, targets, and the number of employees currently available. If the workload becomes disproportionate to the number of employees, this becomes an evaluation point.”

Arf, Deputy Branch Manager, March 19, 2026

Another informant explained:

“The number of employees is adjusted according to the workload. There are periods when the workload increases, such as during grain procurement and food assistance programs. At those times, we recruit additional temporary operational staff or interns.”
Gel, Assistant Manager of Administration and Finance, April 16, 2026

The findings demonstrate that HR planning is based on workload and operational requirements. However, fluctuations in activities may create mismatches between workforce availability and workload. Therefore, HR planning needs to remain flexible and periodically evaluated.

4.4.3 Employee Competency Development

How does the organization improve employee competencies?

Competency development is conducted through training, employee guidance, performance evaluation, and learning activities tailored to job requirements.

“To improve employee competencies, we conduct employee development activities, performance evaluations, and training according to the needs of each section. Work processes are changing, so employees have to continue learning.”

Far, Branch Manager, March 19, 2026

An employee added:

“Many activities now use digital systems, so we have to adapt so that work can be completed more quickly and we do not fall behind.”

Fat, Procurement Staff, April 1, 2026

The findings indicate that continuous competency development is essential, particularly because digital systems are increasingly integrated into work processes. Thus, training and continuous learning should form an integral part of productivity-oriented HRM strategies.

4.4.4 Employee Performance Appraisal

How is employee performance evaluated?

Employee performance is evaluated based on work targets, responsibilities, and Key Performance Indicators (KPIs).

“Employee performance is assessed based on the achievement of work targets or individual KPIs. Each employee is evaluated according to their duties and responsibilities, including whether they have achieved the expected targets.”

Gel, Assistant Manager of Administration and Finance, April 16, 2026

Another informant stated:

“Performance evaluation follows the assigned targets. We look at work completion, discipline, and responsibility. If there are shortcomings, employees are given guidance so that their performance can improve.”

Azi, Business Staff, April 12, 2026

The findings show that KPI-based appraisal provides a measurable mechanism for monitoring employee performance. Nevertheless, performance evaluation should also be linked to feedback, employee development, and workload adjustment so that it contributes directly to productivity improvement.

4.5 Overall Findings on HRM Implementation

Overall, HRM at Perum Bulog Kantor Cabang Makassar covers workforce planning, functional task allocation, competency development, and KPI-based performance appraisal. Its implementation is supported by interdepartmental coordination, managerial guidance, and employee cooperation.

However, increased workloads during particular operational periods and changing work systems require continuous adjustment. Therefore, improving employee productivity requires an integrated HRM strategy that aligns workforce planning, workload distribution, competency development, performance appraisal, and coordination.

4.6 SWOT Analysis

4.6.1 Strengths

1. Key Strengths of the HRM Strategy

What are the main strengths of the HRM strategy at Perum Bulog Kantor Cabang Makassar?

The findings identify work discipline, teamwork, employee adaptability, managerial guidance, and organizational work culture as major strengths supporting productivity.

“The main priorities are work discipline, teamwork, and employees’ ability to adapt. We also encourage employee development through coaching and performance evaluation so that employees can perform better and take greater responsibility.”

Far, Branch Manager, March 3, 2026

An employee stated:

“Cooperation between departments is relatively good. Supervisors provide direct guidance when problems arise. Many digital systems are also being used, which makes work faster.”

Azi, Business Staff, April 12, 2026

These findings indicate that discipline, interdepartmental coordination, managerial guidance, and the implementation of the AKHLAK work culture constitute important organizational strengths. These factors create alignment between managerial policies and employees' workplace experiences.

2. Policy Support for Improving Employee Productivity

How do organizational policies support employee productivity?

Organizational policies support productivity through clear task allocation, work rules, managerial supervision, and performance evaluation.

“The division of tasks here is already quite clear, so each employee understands their responsibilities. This makes the work more focused and allows tasks to be completed on time.”

Arf, Deputy Branch Manager, March 19, 2026

Another informant stated:

“The policies from the office are quite helpful because we are usually given guidance and performance evaluations when a task has not been completed optimally.”

Fat, Procurement Staff, April 1, 2026

The findings demonstrate that clear responsibilities and managerial guidance facilitate focused work, while performance evaluation provides a mechanism for identifying and correcting deficiencies. Effective communication between supervisors and employees further supports a productive work environment.

3. Factors Underlying Effective Workforce Management

What factors make Perum Bulog Kantor Cabang Makassar effective in managing its workforce?

Work coordination, employee discipline, clear task allocation, and managerial supervision are the main factors supporting effective workforce management.

“What makes workforce management work well is that coordination between departments is maintained, and every employee already has their respective responsibilities.”
Gel, Assistant Manager of Administration and Finance, April 16, 2026

Another informant emphasized:

“In the operations section, teamwork is very important because the work needs to be completed quickly. Communication among employees has to be good so that operations can run smoothly.”
Wid, Assistant Manager of Operations and Public Services, February 27, 2026

The findings confirm that effective workforce management depends on coordination, clear responsibilities, communication, and teamwork. These factors are particularly important in operational and public-service activities that require employees to respond quickly to changing workloads and service demands.

4.6.2 Weaknesses

1. Challenges in HRM Implementation

HRM at Perum Bulog Kantor Cabang Makassar faces challenges related to fluctuating workloads, particularly during harvest seasons and food assistance distribution. These conditions require employees to adapt quickly, manage workloads effectively, and strengthen coordination across departments.

The Branch Manager stated:

“There are certainly challenges, especially when the workload increases and tasks have to be completed quickly. Employees are therefore required to adapt to changing work conditions.”
Far, Branch Manager, March 3, 2026

The Procurement Staff added:

“In procurement, the most challenging periods are during the harvest season and when food assistance distribution takes place at the same time. [...] Sometimes the workload becomes quite intense, and working time has to be managed very carefully.”
Fat, Procurement Staff, April 1, 2026

Thus, workload fluctuations represent a key weakness that may affect employee effectiveness and require more flexible workforce planning and cross-departmental coordination.

2. Recruitment, Training, and Employee Development

Recruitment and training are centrally managed by the head office. Although structured, unequal access to training and differences in employees' ability to adapt to digital work systems remain challenges.

The Deputy Branch Manager explained:

“Recruitment and training are organized by the head office. [...] not all employees can participate in the same training at the same time.”
Arf, Deputy Branch Manager, March 12, 2026

Similarly, the Business Staff stated:

“Training is available, but not all employees receive the opportunity at the same time. Some employees learn the new system earlier, while others need more time to adapt.”
Azi, Business Staff, April 12, 2026

These findings indicate the need for more equitable and continuous competency development to reduce differences in employee capabilities, particularly in adapting to technological and procedural changes.

3. Employee Motivation and Performance

Employee motivation and performance are maintained through managerial guidance, performance evaluation, and communication between supervisors and employees. These mechanisms help ensure that employees remain aligned with organizational targets.

The Assistant Manager of Administration and Finance stated:

“To maintain employee motivation and performance, we usually provide direct guidance, conduct performance evaluations, and ensure that each department continues to operate according to the established targets.”

Gel, Assistant Manager of Administration and Finance, April 16, 2026

Therefore, although motivation management is relatively adequate, continuous communication, coaching, and performance monitoring remain necessary to sustain employee productivity.

4.6.3 Opportunities

1. External Factors Supporting Employee Productivity

Government food-security programs, support from the National Food Agency (Badan Pangan Nasional/Bapanas), stakeholder collaboration, and digital systems provide opportunities to improve employee productivity and operational efficiency.

The Branch Manager stated:

“There are actually many external opportunities, such as government programs related to food security and cooperation with various partners. These provide significant support for Bulog's operations in the field.”

Far, Branch Manager, March 3, 2026

Meanwhile, the Business Staff noted:

“Work is now also more supported by the digital systems provided by the head office, so stock data and distribution activities can be monitored more easily.”

Azi, Business Staff, April 12, 2026

These opportunities can accelerate work processes, improve monitoring, and support organizational targets.

2. Innovation and Emerging Trends in HRM

HRM innovation is increasingly supported by digital-based work systems and applications that facilitate employee data management, coordination, monitoring, and operational activities.

The Deputy Branch Manager explained:

“There are now many digital-based work systems provided by the head office, so employee data and work activities can be monitored and evaluated more quickly.”

Arf, Deputy Branch Manager, March 12, 2026

Digitalization therefore provides an important opportunity to improve HRM efficiency and employee adaptability.

3. Technology and Regulatory Support

Digital systems, organizational regulations, and standard operating procedures (SOPs) contribute to more structured and transparent HRM. Integrated systems facilitate employee monitoring and

performance evaluation, while regulations ensure that activities comply with organizational standards.

The Assistant Manager of Administration and Finance stated:

“Reports, employee data, and performance information are already integrated into the system. This greatly helps with supervision and performance evaluation.”

Gel, Assistant Manager of Administration and Finance, April 16, 2026

Thus, technological and regulatory support provides a strong foundation for improving HRM effectiveness.

4.6.4 Threats

1. Challenges Affecting HRM Strategy Effectiveness

HRM effectiveness may be affected by increasing workloads, changing employee responsibilities, performance-monitoring requirements, and rising public-service demands. Complaints regarding stock availability and distribution delays can also create operational pressure.

The Branch Manager stated:

“There are still several challenges in HRM. For example, employee responsibilities sometimes need to be adjusted further between operational and commercial functions.”

Far, Branch Manager, March 3, 2026

These conditions require adaptive work systems, effective coordination, and employees capable of responding to operational pressures.

2. Government Regulation and Labor Market Dynamics

Government policies, particularly those related to food procurement and distribution, as well as changing public-service expectations, directly influence HRM and employee workloads.

The Deputy Branch Manager explained:

“Government policies clearly have an influence, particularly those issued by Bapanas and assignments related to food assistance distribution.”

Arf, Deputy Branch Manager, March 12, 2026

Therefore, HRM strategies must remain flexible and responsive to changes in regulations, workload, and competency requirements.

3. Organizational Adaptation to Changes

Perum Bulog Kantor Cabang Makassar responds to environmental changes through interdepartmental coordination, flexible task allocation, digitalization, and periodic evaluation. These mechanisms help maintain productivity despite changing workloads and operational conditions.

The Assistant Manager of Administration and Finance stated:

“When there is a change in the work situation, we usually coordinate immediately across divisions so that task allocation can be adjusted quickly.”

Gel, Assistant Manager of Administration and Finance, April 16, 2026

Overall, the SWOT analysis shows that the organization has important strengths in work discipline, teamwork, clear task allocation, managerial support, and digital adoption. However, weaknesses remain in workload fluctuations, unequal training access, and competency adaptation. External opportunities include government food-security programs, digitalization, and stakeholder collaboration, while threats include regulatory changes, increasing service demands, operational pressures, and changing competency requirements.

A. External Conditions of Perum Bulog Makassar Branch Office

The external environment affecting Perum Bulog Makassar Branch Office can be summarized into eight major factors:

1. National Food Policy Support – Government policies on food price stabilization, rice assistance, government rice reserves, HPP, and HET influence procurement, distribution, and stock management. Although these policies provide operational support, changing regulations and reporting requirements may create administrative challenges.
2. Growth of the Food Sector – Increasing food production and demand, particularly in South Sulawesi, create opportunities to strengthen food distribution. However, greater competition, quality expectations, infrastructure limitations, and increasing stock volumes require improved logistics, technology, and HR capabilities.
3. Human Resource Demographics – Uneven distribution of skilled workers in logistics, warehousing, and supply chains, together with differences in age and educational backgrounds, creates HR challenges. Continuous training, succession planning, motivation, and employee retention are therefore essential.
4. Integrated HRM System – Workforce planning, recruitment, training, performance appraisal, and incentives need to be integrated through digital systems such as Human Resource Information Systems (HRIS). Greater system integration can improve data accuracy, efficiency, and organizational adaptability.
5. Regulatory Standards and Quality Assurance – Compliance with food quality, warehouse, storage, and distribution standards is essential to maintain organizational credibility. However, implementation requires adequate financial resources, continuous monitoring, auditing, and employee commitment.
6. Food Security Awareness and Distribution Quality – Increasing public awareness raises expectations concerning food availability, quality, price stability, transparency, and distribution. Perum Bulog therefore needs stronger quality control, stakeholder cooperation, public education, and transparent stock management.
7. Regional Policy and Political Instability – Changes in regional leadership and policy synchronization may affect food distribution, budgetary support, and price stabilization programs. Professionalism, institutional neutrality, coordination, and contingency planning are therefore required.
8. Increasing Operational Costs – Rising transportation, storage, packaging, and distribution costs place pressure on operational efficiency. Cost control, strategic partnerships, warehouse and fleet optimization, and digitalization are important strategies for maintaining sustainable operations.

B. Internal Conditions of Perum Bulog Makassar Branch Office

The internal conditions of Perum Bulog Makassar Branch Office consist of several key aspects related to human resource management and organizational performance.

1. Human Resource Training and Development Programs

Perum Bulog Makassar Branch Office implements continuous training to improve employee competence in logistics, warehousing, food quality control, communication, leadership, and public services. These programs support technological adaptation, regulatory compliance, operational efficiency, food safety, and service quality. However, limited budgets and high workloads may

restrict employee participation. Therefore, flexible approaches such as online training, workshops, and internal mentoring are needed to ensure continuous competency development.

2. Food Safety and Quality Culture

Food safety and quality are organizational priorities, reflected in food inspections, pest control, proper storage, handling procedures, internal audits, and routine evaluations. Employees are encouraged to report risks and incidents transparently to support organizational learning and continuous improvement. However, implementation is not yet fully consistent across all work units and warehouses, requiring stronger supervision, training, and leadership commitment.

3. Perum Bulog's Reputation

Perum Bulog's reputation is an important organizational asset, shaped by distribution quality, supply reliability, transparency, and employee professionalism. Its role in maintaining staple-food availability, food assistance, and price stabilization strengthens public and stakeholder trust. However, reputation must be continuously maintained through consumer feedback, service improvement, complaint handling, rapid responses, and transparent communication, particularly because public perceptions are increasingly influenced by social media and digital platforms.

4. Lengthy HR Bureaucratic Processes

HR processes involving appointments, promotions, transfers, training, and leave remain relatively lengthy due to a rigid bureaucratic structure. This may reduce organizational responsiveness and create difficulties in adjusting employee numbers and competencies to changing operational needs. HR administrative digitalization through an integrated Human Resource Information System (HRIS) is therefore needed to improve efficiency, reduce manual processes, and increase employee satisfaction.

C. IFAS and EFAS Analysis

The internal and external conditions were classified into Strengths, Weaknesses, Opportunities, and Threats as inputs for strategic formulation.

Table 4.4 IFAS Analysis

Code	Strengths
S1	Government employment policies support HR planning and management.
S2	Economic conditions influence the company's capacity for employee training and development.
S3	Leader–employee relationships support performance and productivity.
S4	Technology supports the effectiveness of employee work systems.
S5	A conducive work environment supports employee comfort and productivity.
S6	Recruitment follows applicable laws and regulations.
Code	Weaknesses
W1	HR planning is not yet optimal in adapting to government policies.
W2	Training effectiveness is constrained by limited budgets.
W3	Teamwork among employees remains weak.
W4	Performance evaluation is not always conducted regularly due to limited technology-based systems.
W5	An unsupportive work environment can reduce productivity.
W6	Non-objective performance assessments may conflict with employment fairness principles.

Source: Primary Data Processing Results (2026)

Table 4.6 EFAS Analysis

Code	Opportunities
O1	Government programs for workforce quality improvement can support HR development.
O2	Higher employee productivity can improve organizational performance and profitability.
O3	Opportunities exist to strengthen employee motivation and a positive work culture.
O4	Technology-based HR innovations can improve productivity.

O5	Improved work facilities can support productivity and comfort.
O6	Regulations can encourage workforce competence through training.
Code	Threats
T1	Changes in government employment policies may affect HR requirements and management.
T2	Low productivity may reduce organizational performance and competitiveness.
T3	Competency-job mismatches may reduce work effectiveness.
T4	Technological developments require continuous competency improvement.
T5	Inadequate facilities may disrupt work efficiency.
T6	Competency-standard mismatches may create regulatory compliance risks.

Source: Primary Data Processing Results (2026)

D. TOWS Strategy

The TOWS analysis consists of four strategic alternatives:

- SO: Use strengths to capitalize on opportunities.
- WO: Overcome weaknesses by utilizing opportunities.
- ST: Use strengths to minimize threats.
- WT: Minimize weaknesses and avoid threats.

The weighting ranges from 0.0 to 1.0, with a total weight of 1.0, while ratings range from 1 to 4.

Table 4.9 Results of Internal Factor Calculation

The IFAS analysis produces:

- Strength score = 3.648
- Weakness score = 2.427

The results indicate that the organization's strengths are considerably greater than its weaknesses.

Table 4.10 Results of External Factor Calculation

The EFAS analysis produces:

- Opportunity score = 3.672
- Threat score = 3.267

Thus, opportunities exceed threats, although the difference is relatively moderate.

The strategic coordinates are calculated as follows:

- Internal coordinate: $3.648 - 2.427 = 1.221$
- External coordinate: $3.672 - 3.267 = 0.405$

Therefore, the organizational position is (1.221; 0.405).

The coordinate (1.221; 0.405) places Perum Bulog Makassar Branch Office in Quadrant I, indicating an aggressive strategy. This means that the organization has relatively strong internal capabilities and sufficient external opportunities. Therefore, the organization should maximize its strengths to exploit opportunities, particularly through improved HR quality, public services, food logistics, digitalization, and utilization of government food-security programs. Quadrant II represents strong internal capabilities but significant external threats and requires a diversification strategy. Quadrant III reflects internal weaknesses combined with external opportunities and requires a turnaround strategy, particularly through HR development and system improvements. Quadrant IV represents internal weaknesses and external threats and requires a defensive strategy focused on risk reduction, cost control, and organizational stability.

Based on the Cartesian analysis, the selected strategy for Perum Bulog Makassar Branch Office is the SO strategy, which emphasizes utilizing organizational strengths to maximize external opportunities.

Table 4.11 S-O Relationship Synthesis

Opportunity	SO Strategy
O1: Government workforce programs	Utilize government policies and training programs to improve HR competencies and professionalism.
O2: Increased productivity	Optimize training and work facilities to improve productivity and operational efficiency.
O3: Motivation and positive culture	Strengthen leader–employee relationships to improve motivation and develop a productive work culture.
O4: HR technology innovation	Implement technology-based HR systems to improve efficiency, monitoring, and performance evaluation.
O5: Improved facilities	Create a conducive work environment to improve employee comfort and productivity.
O6: Competency-oriented regulations	Strengthen discipline and compliance through training and development programs.

Source: Primary Data Processing Results (2026)

The SO strategy demonstrates that Perum Bulog Makassar Branch Office has sufficient internal capacity to exploit external opportunities. Organizational support, positive working relationships, established operational systems, government programs, increasing food demand, and technological development provide a strong foundation for organizational improvement.

The strategy prioritizes HR competency development, adequate work facilities, positive leader–employee relationships, technology utilization, and employee discipline. Training can improve employee capabilities (Dessler, 2020), while a conducive work environment can support productivity (Sedarmayanti, 2017). Effective interpersonal relationships and communication can strengthen motivation and performance (Robbins & Judge, 2017), while technology can improve HRM efficiency and effectiveness (Noe et al., 2017). Discipline and compliance with procedures further support work effectiveness (Handoko, 2016). Overall, the findings support David's (2017) view that SO strategies enable organizations to utilize internal strengths to maximize external opportunities.

A. Factors Hindering Human Resource Management

1. Obstacles in HR Management

The interviews indicate that the main HRM obstacles are increasing workloads, competency adaptation to changing work systems, and increasingly complex coordination. During procurement and food assistance distribution, additional outsourced personnel or interns may be required, accompanied by stronger coordination. Digitalization also requires employees to continuously develop new competencies.

These findings show that workload distribution, digital competencies, and adaptive HR strategies require further improvement.

2. Obstacles in HR Planning

HR planning is challenged by difficulties in matching employee numbers with fluctuating workloads across divisions. Operational and public-service activities may temporarily increase HR requirements, while employee availability remains limited. Therefore, periodic workforce evaluations and flexible employee allocation are required to maintain work effectiveness and reduce workload imbalances.

3. Obstacles in Training and Competency Development

Training is provided by the head office, but employees cannot always participate simultaneously because operational activities must continue. High workloads also limit the time available for competency development. More flexible scheduling and broader access to training are therefore needed, particularly for digital competencies and changing public-service demands.

4. Obstacles in Performance Appraisal

Performance appraisal is based on KPIs, but differences in job characteristics make objective assessment challenging. Quantitative targets may not fully capture additional responsibilities, teamwork, or contributions supporting other divisions. Therefore, KPI indicators should be periodically evaluated and complemented by qualitative aspects of employee contributions.

5. Efforts to Overcome HRM Obstacles

Perum Bulog Makassar Branch Office addresses HRM challenges through periodic evaluations, interdepartmental coordination, workload assessment, employee coaching, and competency development. The organization also applies the AKHLAK work culture to encourage continuous learning, adaptability, and teamwork.

These efforts demonstrate an adaptive approach to HRM challenges. Nevertheless, further improvements are required in workforce planning, digital competency development, equal access to training, workload distribution, and performance management.

Conclusion of the Third Research Question

The findings indicate that the main HRM obstacles at Perum Bulog Makassar Branch Office involve workload fluctuations, employee allocation, limited time for competency development, and the comprehensiveness of performance assessment. Management has responded through evaluation, coordination, coaching, and competency development. However, more systematic strategies are still required to strengthen workload distribution, competency development, and performance management to support sustainable public-service performance.

Research Novelty

The novelty of this study lies in integrating HRM implementation analysis, identification of HRM obstacles, SWOT analysis, IFAS, EFAS, and the TOWS Matrix into a single strategic framework. This integration allows strategic recommendations to be formulated based not only on internal and external organizational conditions but also on actual HRM practices and operational challenges.

The study also contributes empirically by focusing on Perum BULOG, a state-owned enterprise operating in the food and logistics sector, which remains relatively underexplored in HRM strategy studies using SWOT-based approaches. The resulting strategies—particularly HR competency development, digital HR management, workload optimization, improved performance evaluation, and stronger organizational coordination—provide a contextual basis for Perum BULOG and similar organizations to develop adaptive, effective, and sustainable HRM strategies for improving employee productivity.

CONCLUSION

Based on the results of the research conducted, the conclusions obtained in accordance with the research questions and research objectives are as follows:

1. Implementation of Human Resource Management at Perum BULOG Makassar Branch Office

The implementation of human resource management at Perum BULOG Makassar Branch Office has been carried out relatively well and systematically through the processes of employee

workforce planning, recruitment in accordance with company regulations, competency-based placement, training implementation, performance appraisal, and employee development and guidance. The company has also implemented competency development through various training programs and performance evaluations as efforts to improve the quality of its human resources. In addition, harmonious working relationships, managerial support, and coordination among employees are important factors supporting the implementation of human resource management. Nevertheless, the implementation of human resource management still requires further improvement, particularly in terms of balancing workloads, enhancing competencies in several areas, and optimizing coordination and communication among work units so that employee productivity can continue to improve.

2. Human Resource Management Strategies to Support Increased Productivity at Perum BULOG Makassar Branch Office

Human resource management at Perum BULOG Makassar Branch Office can be categorized as relatively good, as indicated by the internal factor analysis (IFAS), particularly the strength score of 1.221. This condition is supported by a structured work system, harmonious working relationships, and organizational support through training and workplace facilities. Nevertheless, several weaknesses remain, including unequal workloads among divisions, competency gaps among employees, and suboptimal coordination and communication among work units. These issues require attention to improve the effectiveness of human resource management. The most appropriate human resource management strategy to support increased employee productivity at Perum BULOG Makassar Branch Office is the S-O (Strength–Opportunities) strategy. This strategy is derived from the organization's position in Quadrant I of the TOWS Matrix, with coordinates of (1.221; 0.405), indicating that the organization possesses internal strengths and external opportunities that support organizational development. The strategies that can be implemented include improving human resource quality, utilizing technology, and optimizing work systems.

To address the inhibiting factors, this study indicates the need for strategic measures to overcome existing internal weaknesses. Although the strength factor is more dominant, reflected in a value of 1.221, several weaknesses still affect organizational performance. Therefore, adjustments to employee workloads, competency improvement through training, and strengthening coordination among work units are necessary. Furthermore, by utilizing external opportunities with a value of 0.405, the organization can develop technology-based work systems and improve the effectiveness of human resource management. These efforts are expected to reduce organizational weaknesses and optimize employee performance comprehensively.

3. Addressing the Inhibiting Factors in Human Resource Management at Perum BULOG Makassar Branch Office

The inhibiting factors in human resource management at Perum BULOG Makassar Branch Office include unequal workloads among employees, limited numbers of employees in several work units, differences in competencies and abilities in adapting to technological developments, and suboptimal coordination and communication among departments. In addition, changes in organizational policies and the increasing demands of digitalization also constitute challenges that require human resources to adapt rapidly. The efforts undertaken by Perum BULOG Makassar Branch Office to overcome these obstacles include conducting regular

workload evaluations, organizing training and competency development programs according to job requirements, strengthening coordination through meetings and cross-unit communication, providing employee coaching and mentoring, and optimizing the use of technology in work processes. Through these efforts, the company is expected to minimize obstacles in human resource management so that work effectiveness and employee productivity can continue to improve.

These efforts are consistent with the results of the SWOT analysis, which indicate that the organization is positioned in Quadrant I and should adopt an S-O strategy. Thus, the organization's internal strengths can be utilized to optimize external opportunities in addressing various human resource management challenges and supporting increased employee productivity.

Recommendations

1. Improving Human Resource Quality through Training

Perum BULOG Makassar Branch Office is recommended to further improve the quality of its human resources through continuous training programs that are aligned with job requirements. This is important to address competency gaps and enhance employee capabilities.

2. More Equitable Workload Allocation

The organization should conduct regular evaluations and adjustments of employee workloads to ensure a more balanced distribution of work. Fair workload allocation will enable employees to perform optimally without experiencing excessive workloads that may reduce productivity.

3. Improving Coordination and Communication

The organization needs to strengthen coordination and communication among work units so that work processes can run more smoothly. Effective cooperation will improve efficiency and accelerate the completion of tasks.

4. Utilizing Technology in Human Resource Management

The organization is advised to develop technology-based systems for human resource management, such as the digitalization of administrative processes and performance appraisal systems, to improve work effectiveness and efficiency.

5. Creating a Conducive Work Environment

The company should maintain and improve a comfortable and harmonious work environment so that employees remain motivated and are able to perform their duties optimally.

6. Recommendations for Future Researchers

Future researchers are encouraged to develop this study by incorporating additional variables, such as leadership, organizational culture, and job satisfaction, and by employing broader research methods so that the findings can provide a more comprehensive understanding of human resource management strategies and employee productivity.

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