

The Human Resource Development Strategies in Improving Employee Performance in Cooperatives

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Abstract. *This research aims to find out and analyze human resource management strategies in improving employee performance in cooperatives and determine the results of SWOT analysis of employee performance improvement strategies with IFAS and EFAS matrix can be identified important factors both from the external environment and the internal environment that become strengths, weaknesses, opportunities and threats from improved performance. The research conducted in this study was qualitative descriptive using SWOT analysis. From the results of the analysis obtained growth strategy or growth oriented strategy, this strategy signifies the state of the company that is strong and able to continue to grow by taking opportunities and opportunities that exist. To achieve maximum turnover. This strategy was chosen because the calculation results are in quadrant I where the total weighted score of weaknesses is 2.710504 while the total weighted score of the opportunity-threat 2.653142. The position on this quadrant is very profitable and can be applied to the maximum.*

Keywords: Employee; Human; Performance; Resources; Strategy.

1. INTRODUCTION

The world is undergoing a very rapid change known as the Industrial Revolution 4.0.¹ In a very rapid change, the role of society, government and cooperative institutions and others must also change rapidly, and is required to change in order to adapt and

¹ Nova Jayanti Harahap, Mulya Rafika, Industrial Revolution 4.0: and The Impact on Human Resources, Jurnal Ecobisma, Vol 7 No.1 2020, p.89-96

survive the pressures of globalization.² The acceleration of globalization must indeed be created so that it can have an effect to entrepreneurs for essential in encouraging digital platforms proven to improve entrepreneurial performance. So technological developments have become a stepping stone in the community to access information more quickly.³ Globalization and technological advances are encouraging cooperatives to develop new strategic directions According to Michel Armstrong, human resource change is in the "*Business Model Innovation and Strategy*" otherwise known as BMI with its management and development approach.⁴ In order to address the challenges of globalization and be able to compete on a global scale, we have no choice but to develop quality and effective Human Resources (PSDI) in an Islamic perspective.

PSDI is based on the belief that cooperative as man-made entities rely on human expertise to set and achieve their goals and those of professionals as their individual and group advocates, work processes and cooperative integrity. They must be intelligent, competent, have human resource management skills, have the ability and willingness to learn by leading cooperatives capable of creating human resources and collaborating with others on the same basis, rather than acting like something for them with various models.⁵

Some PSDI models define a set of practices that, if pursued, will most likely contribute to human, capital accumulation in which cooperatives can build their competitive advantage. The PSDI model by cooperative contributes to cooperative and individual performance such as high performance,⁶ high-quality individuals and cooperative

² Bailey, C., Mankin, D., Kelliher, C., & Garavan, T. *Strategic human resource management*. Oxford University Press. 2018

³ Jamil, S, Ethnic news media in the digital age: the impact of technological convergence in reshaping journalists' practices in Pakistan, *Journal of Multicultural Discourses*, Vol 15 Issue (2) 2020, p.219–239. <https://doi.org/10.1080/17447143.2020.1756305>

⁴ Michael Armstrong, *Amstrong's Handbook of Strategic Human Resource management: Business Model Innovation*, London and Philadelphia, 2008, p.145-154

⁵ Banu Ozkeser, Impact of training on employee motivation in human resources management. *Procedia Computer Science*, Vol 158 2019, p.802-810.

⁶ Partington, D., Pellegrinelli, S., & Young, M. Attributes and levels of programme management competence: an interpretive study. *International Journal of Project Management*, 23 (2) 2005, p.87-95. Qamari, I, Strategic human resources roles and knowledge sharing: How do enhancing organizational innovation? *Quality Access to Success*, 20 (168) 2019, p.86-92

problem solving, then higher cooperative commitment, and enhances cooperative innovation.⁷

In Indonesia generally and North Sumatra, especially cooperatives, play a role as part of development in order to alleviate poverty. This role makes the burden of Indonesian cooperatives much heavier with cooperatives in other Countries, because Indonesian cooperatives have a mission of welfare of a country, not just the form of a private business. Second, cooperatives have a role so that their soul and spirit also develop in private companies and the state. The birth day of the cooperative is commemorated every July 12, and on July 12, 2021 the age of the Indonesian cooperative body reaches the age of 74. But at the age of old enough, the existence of cooperatives has not been able to eliminate poverty and based on RPJMN (national medium term development plan) 2020-2025 in five years in the coming year, the direction of cooperative empowerment policy and MSMEs that has been established strengthens entrepreneurship, small and medium-sized micro enterprises so that they can grow into businesses. Sustainable with larger scale "upscale" or *scaling-up* in order to support national economic independence.

The growth of cooperatives has increased from year to year, but only a few have large assets and business trading volumes.⁸ The difference in the role of cooperatives in Indonesia generally and North Sumatra in particular compared to other countries occurs because our cooperatives are motivated by structural poverty conditions that are currently further exacerbated by the free market. Cooperatives as a forum for the people's economy and the support of national economic teachers are increasingly fading their role and duties in the Indonesian economy to create a just society, prosperous, and prosperous as mandated by the 1945 Constitution and as the vision of the Deputy of Human Resources Development of cooperative and SME ministry in 2020-2025: "Realizing Cooperative and MSME human resources that are Resilient and Independent and Play a Role in the National Economy".

⁷ Anderson, N. Towards a theory of socialization impact: Selection as pre-entry socialization, *International Journal of Selection and Assessment*, Vol 9 (1-2) 2001, p.84-91.

⁸ Stevanus Gatot Supriyadi, Dodik Jatmika, An Analysis of Factors Affecting Shu In Cooperatives of Micro Business and Labor Cooperative Department In Kediri City, *International Journal of Economics, Business and Accounting Research (IJEBAR)*, Vol 5, No 1 (2021), p.170-178

But the fading role and function of cooperatives as a bulwark of people's economic development today is due to cooperatives experiencing ideological crises, identity crises, and missioner crises in addition to the covid-19 pandemic. Causing cooperatives to suffer and no longer able to be a medium that is strategically to gather the economic power of the people who are weak and small.

In developing countries, cooperatives are deemed necessary to be presented within the framework of build institutions that can become partners of the state in mobilizing development to achieve social welfare.⁹

North Sumatra became a research location because it also has a large cooperative unit after the island of Java, as of December 2020 North Sumatra has the opportunity to have at least 4,593 cooperatives affected by the Covid-19 pandemic. The number is spread across all regencies / cities in North Sumatra with the following cooperative data:

Table 1
Development of Cooperatives Period 2015 - 2020
(Unit)

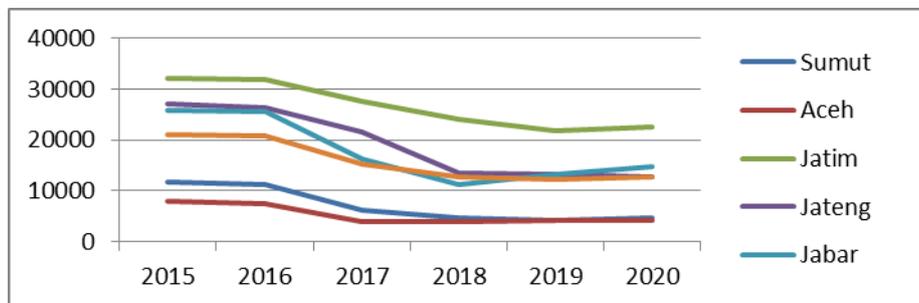
No	Year	North Sumatra	Aceh	East Java	Central Java	West Java	Indonesia n (In dozens)
1	2020	4.593	4.176	22.464	12.706	14.706	12.712,4
2	2019	4.199	4.115	21.757	13.164	13.164	12.304,8
3	2018	4.667	3.950	24.024	13.460	11.127	12.634,3
4	2017	6.073	4.026	27.683	21.667	16.203	15.217,4
5	2016	11.280	7.323	31.980	26.409	25.549	20.819,5
6	2015	11.696	7.834	32.211	27.103	25.732	21.082,9

Source: <https://kemenkopukm.go.id/> 2020-2015

⁹ Manertiur Meilina Lubis, Tinjauan Aspek Hukum Koperasi (Cooperative) Dan Umkm (Small Medium Enterprises) Pada Negara Belanda, *Supremasi Jurnal Hukum* Vol. 3, No. 1, 2020, p.15-51

Figure1.

Development of the Number of Cooperatives of North Sumatra, Aceh Java and Indonesia Period 2015-2020



Source: Data processed, 2021

Based on the picture above, the number of cooperatives that continue to fall from 2015-2020 and the COVID-19 pandemic era in 2019-2020, the problem that caused many declines in cooperatives in Indonesia generally, North Sumatra in particular, aceh region, The island of Java (West Java, Central Java and East Java) is and it is assumed that there is a lack of innovation.

Revitalization and innovation of cooperatives in North Sumatra in particular will be one of the strategic efforts for the government to combat poverty in Indonesia which is increasing today. Cooperatives as a people's economic movement, are not only owned by the rich but also belong to all Indonesian people without exception.¹⁰ Cooperatives are a strategic medium to provide opportunities for weak economies (poor people) to master productive assets in order to make them more independent in the economic field. So that the revitalization and reform of cooperatives in Indonesia must be directed and synergized with government programs and efforts to reduce poverty in Indonesia, and an important step of revitalization and reform of cooperatives today is to return cooperatives to their true character and ideology, namely social action and prioritize the interests and welfare of its members.

In the Cooperatives as a Global Movement article, International Cooperative Alliance (ICA) Director Bruce Thodharson criticized the different types of undeveloped

¹⁰ Rizki Nurmayanti, Akhmad Khisni, Peran Dan Tanggung Jawab Notaris Dalam Pelaksanaan Pembuatan Akta Koperasi, *Jurnal Akta*, Vol. 4 No. 4 Desember 2017, p.609-623

cooperatives for abandoning their identities, even denouncing outside intervention. In order to spur the development of cooperatives, various cooperative research and training must be immediately mobilized to restore the identity of the cooperative and free from interference and various political interests.

Innovation cooperative is far different from the vision of the government now, which is to build superior human resources (HR). Research conducted by *cooperative innovation hub* (CIH) Cooperative and SME Lab FEB UNSOED, in collaboration with Kopkun Institute and LPDB-KUKM in 2019 with research found that 90.19 percent of respondents answered important and very important about HR development innovation as one of the most important types of joint ventures, refers to a long- or short-term cooperative relationship between two or more enterprises in the hope of mutually achieving their goals¹¹

The research found three major obstacles that cooperatives face in innovating: the implementation of ideas, avoiding risks and marketing difficulties resulting from innovation. Innovation as new breakthroughs do require special management called Innovation Management. Cooperatives do not know how to manage an innovation. This new capacity can be developed through a series of trainings or workshops for managers. It is also necessary to build a Cooperative Innovation *Hub* (CIH) planned on campuses to assist cooperatives in innovating.¹²

The research also found other obstacles faced by cooperatives in innovating, namely not having a measure of innovation performance, time needed to innovate, lack of ideas, lack of internal coordination, no compensation if doing innovation, not knowing what is desired and lack of commitment or support from the leadership. The next obstacle, the attitude of avoidance of risk can be understood because innovation can lead to success or failure. Institutionally it can be engineered by allocating innovation funds taken from SHU or organizational costs. Members also need to be given a thorough understanding of the importance of innovation, with its risks, so as to think holistically and long-term. With the allocation of the Innovation Fund, managers or

¹¹ Arash Rezazadeh and Mahsa Mahjoub, Alliance Entrepreneurship and Entrepreneurial Orientation: The Mediating Effect of Knowledge Transfer, *Gadjah Mada International Journal of Business*, Vol. 18, No. 3 (September-December 2016), p.263-284

¹² *Ibid.*

managers do not need to worry if it turns out that innovations that are done lead to failure. The value of an organization or cooperative has many purposes. It regulates the internal and external environment, binds people together, facilitate work behavior and the achievement of common goals that in Islam are known as *falah*. It also represents the ambition that people hold for cooperatives as a living system because value determines who and what each person offers as a human being for the whole company.¹³

There is enough evidence to suggest that cooperatives need to promote values such as openness, trust, initiative, teamwork and collaboration, humane treatment of workers¹⁴, creativity, quality, empowerment, delegation etc. for better outcomes.¹⁵ The role of Human *Resources* has a major role in ensuring that innovation or change is made effectively through employees in supporting performance. SDI needs to be involved in planning the regulation and implementing it by developing and facilitating the introduction of innovation strategies in improving the right SDI.

This study aims to determine and analyze human resource management strategies in improving employee performance in cooperatives and determine policies in creating a just and prosperous society.

2. RESEARCH METHODS

The research approach used in this research is qualitative data. This research was conducted on cooperatives that are under the auspices of the Office of Operations and MSMEs of North Sumatra Province which amounted to 4 593 cooperatives in 2020. The subjects in this study are several informants who are believed to be able to provide the required information accurately, namely the head of human resource development, the human resources staff section, the head of management resource Organization and

¹³ Assem, M. V. *Developing insights in the environmental performance of organizations; Testing a tool that provides insights in the results of environmental management systems of companies with the ISO 14001: 2015-certificate*. 2019,

¹⁴ Yaya Kareng, Ong Argo Victoria, S Yulianingsih, Legal Protection Against Indonesian Workers (TKI) In Abroad, *International Journal of Law Reconstruction*, Doktor Hukum Unissula, 2019, https://scholar.google.com/citations?view_op=view_citation&hl=en&user=9BcCVQUAAAAJ&pagesize=80&citation_for_view=9BcCVQUAAAAJ:CICfbGk0d_YC

¹⁵ Dastmalchian, A. *Implications of trust and distrust for organizations Role of customer orientation in a four-nation study* The Authors Heh Jason Huang, 2006,

employees. The data method used in this study is SWOT. SWOT is a tool used to structure the strategic factors of the company. SWOT can clearly describe how external opportunities and threats faced by the company can be adjusted to its strengths and weaknesses. This SWOT analysis will be carried out on human resource management strategies in improving employee performance in cooperatives in north Sumatra province, this is also called situation analysis with SWOT analysis model.

The results of this study will in addition be analyzed descriptively by using SWOT analysis. SWOT analysis is the systematic identification of various factors to formulate a company's strategy. This analysis is based on logic that can maximize strength and opportunity, but simultaneously can minimize weakness and threat. Strength, weakness, opportunity and threat are strategic factors that need to be analyzed in the current conditions. This is also called situation analysis with SWOT analysis model. A popular model for situation analysis is SWOT analysis using Matrix External Factor *Evaluation* and Matrix Internal *Factor Evaluation*.

3. RESULTS AND DISCUSSION

3.1. The employee performance improvement strategy

Strategies to improve performance applied by human resource management to cooperatives located in the province of North Sumatra using several policies tailored to several considerations and intended targets. Some of these policies can be explained as follows:

- Human Resource Recruitment and Selection System

Cooperatives located in the province of North Sumatra continue to strive to improve the quality of human resources because cooperatives located in the province of North Sumatra province believe that with resilient human resources, it will be able to maintain competitive advantage and sustainability. Recruitment is carried out by cooperatives located in the province of North Sumatra in a structured manner in order to prepare them will later occupy senior and strategic positions in the future. Recruitment mechanisms are carried out by cooperatives located in the province of North Sumatra selectively conducted by professional institutions with selection stages

through administrative tests, interviews, Psychotest as well as health tests that are subsequently approved by the competent authorities decide according to the provisions.

Recruitment strategies implemented by cooperatives located in the province of North Sumatra include hammering the recruitment process that is well managed and expected to produce competent people and in accordance with the needs of the company. In conducting recruitment, cooperatives located in the province of North Sumatra open the widest opportunity without distinguishing tribes religions, races and groups

- Human Resource Placement System

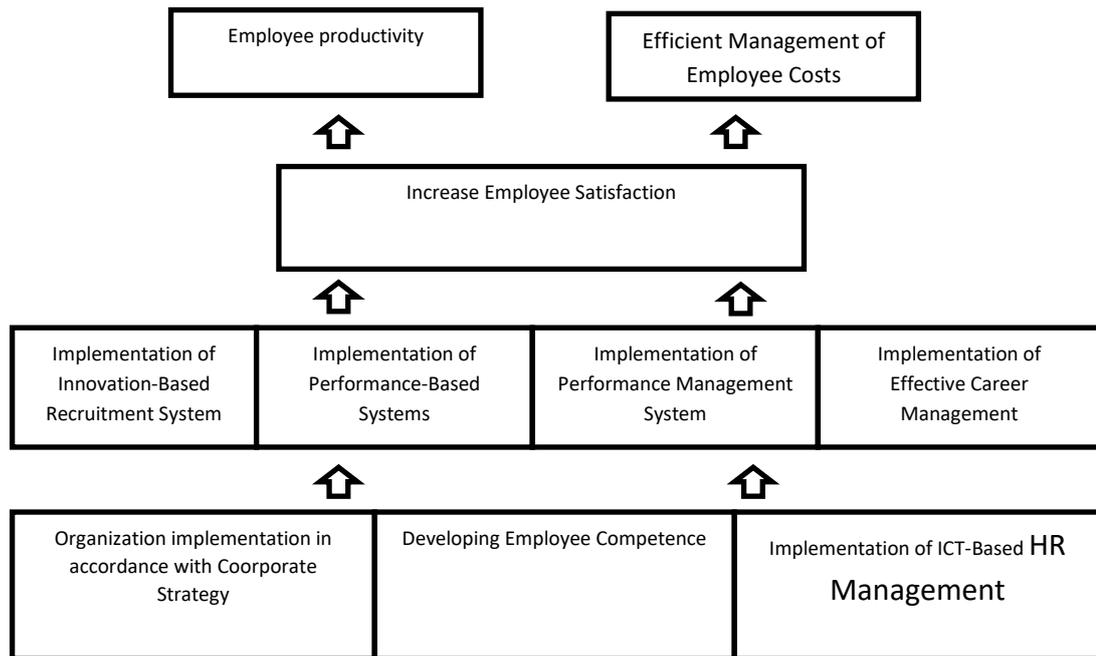
Cooperatives located in the province of North Sumatra implement a career development system using career levels (based on organizational structure and position requirements) and individual career levels. This is done by distributing individual career levels according to the interests, talents and competencies of employees. Career and positions are made in the field of career path and individual career path is made in ironing the career path of the individual.

- Human Resources Development

To optimize the potential of human resources in cooperatives in the province of North Sumatra, the Cooperative and SME Office of North Sumatra Province has undertaken an integrated HR Development Roadmap. By referring to long-term and annual corporate planning. The preparation of this HR Roadmap is also based on the results of an accurate and effective and structured analysis of supply and demand, namely by using reference data differentiation. Hr roadmap is as follows:

Figure 2.

Road Map Human Resource Development Strategy of Cooperative and SME Office of North Sumatra Province



The increase in human resources in cooperatives that are under the auspices of the Cooperative and SME Office of North Sumatra Province through education and education is intended to increase the growth and development of business. It's getting more and more every year. Human resource development is carried out thoroughly both the selection process, performance assessment, as well as training and education.

3.2. SWOT analysis of employee performance improvement in cooperative and SME office of North Sumatra province

SWOT analysis is the systematic identification of various factors to formulate a company's strategy. The SWOT analysis may not be sufficient in identifying the importance of SWOT criteria and feasible alternative tactics.¹⁶ This analysis is based on logic that can maximize strength, and opportunity, but together can minimize weakness and threat. As a result of Albert Humphrey's 1960 explanation of the SWOT analysis, decision-makers and participants can now better understand their organization's strengths and weaknesses, as well as potential opportunities and threats. A strong tool

¹⁶ H. Wang, J. Wu, M. Muhedaner and S. Maihemuti, "College Students Online Education Evaluation Through SWOT Analysis During COVID-19," in *IEEE Access*, vol. 10, p.88371-88385, 2022, doi: 10.1109/ACCESS.2022.3198082.

for selecting the optimal management strategies for a business is also available.¹⁷ In identifying the internal environment includes strengths and weaknesses and the external environment which includes opportunities and threats to cooperatives that are under the auspices of the Provincial Cooperative and SME Service North Sumatra, then presented the data obtained about human resource management strategies in improving employee performance.

- Recapitulation of Internal Factors

The following results recapitulation of internal factors of cooperatives that are under the auspices of the Cooperative and SME Office of North Sumatra Province, namely internal strength factors consisting of strengths and weaknesses.

- Strength

Strength is an internal condition that supports an organization to achieve the desired if objects that are owned are:

- Having knowledge able human resources and experts in their fields, cooperatives located in the area of the Cooperative and SME Office of North Sumatra Province are companies engaged in small and medium enterprise capital services which at this time the total source of there are 1,428 employees and all employees are placed in positions that are in accordance with the abilities, skills and diversions of each employee.
- Every year the company rewards outstanding and disciplined employees. Reward is given to employees with the aim that each employee can be more motivated in carrying out their work.

- Weakness

Weakness is the internal conditions that inhibit the organization to get the desired objectives that can hamper the improvement of employee performance in cooperatives under the auspices of the Cooperative and SME Office of North Sumatra Province.

¹⁷Büyüközkan, Gülçin; Havle, Celal Alpay; Feyzioğlu, Orhan, an Integrated SWOT Based Fuzzy AHP and Fuzzy Marcos Methodology for Digital Transformation Strategy Analysis In Airline Industry, *Journal of Air Transport Management*, Vol. 97, 2021. p. 102-142,

- Lack of family, the number of employees in one division there are 3-4 employees, but the lack of greetings in a company will make employees slow in carrying out their duties.
 - There is a recruitment system that is done by local methods based on the policies of the company leadership so that there is social jealousy that arises between one employee and another employee.
 - Many employees lack discipline in utilizing rest hours because when the rest hours have arrived there are still many employees who are in the room to complete their activities, but when the rest hours have ended there are still many employees who are outdoors/ company.
- Recapitulation of External Factors

The following are some recapitulations to the external factors of cooperatives that are under the auspices of the Cooperative and SME Office of North Sumatra Province, namely external power factors consisting of opportunities and threats faced.

- Opportunity

Opportunity is an external condition that supports an organization to achieve its objectives consisting of:

- Large market segment, market target in marketing services to MSME actors is very adequate because seeing the current condition of Indonesia there are still many that lack capital for businesses, especially MSME actors.
- The capital prospects of MSMEs are very potential, because this cooperative has a very important and very strategic role in supporting the economy in Indonesia.
- Many cooperate with various agencies, the Cooperative Office and SMEs of North Sumatra Province have established many cooperation with other agencies such as local SOEs and BUMD.

- Threat

Threat is an external condition that prevents an organization from achieving its objectives, which are faced, among others:

- There are rivals from private companies. With the existence of cooperatives or similarly owned by private companies it will be a threat to domestic cooperatives, because many private cooperatives offer better products and provide convenience.
 - Technology that continues to evolve. With today's modern era, all using advanced technology and information systems, the development of technology will make it easier for a company to carry out activities to achieve the company's vision and mission.
 - The decline in economic conditions that impact the MSME sector. With the decline in economic conditions, the use of cooperative services will also decrease.
- Matching Data Stage of the Cooperative and SME Office of North Sumatra Province

In this matching stage, two methods are used: external internal matrix and SWOT matrix diagram. This is done in order to obtain a strategy that can really be run by cooperatives that are under the auspices of the Cooperative and SME Office of North Sumatra Province.

- External Internal Matrix (IE) Results

Figure 3. External Internal Matrix (IE) Results

		Kekuatan Eksternal			Kekuatan Internal		
		KUAT	RATA-RATA	LEMAH			
		(3.0-4.0)	(2.0-2.99)	(1.0-1.99)			
Sedang (2.0-2.99)	I. GROWTH Konsentrasi melalui Integrasi Vertikal	II. GROWTH Konsentrasi melalui Integrasi Horizontal	III. GROWTH <i>Turn around</i>				
	IV. STABILITY Hati-Hati	V. GROWTH Konsentrasi melalui Integrasi Horizontal STABILITY Tidak ada perubahan profit Strategi	VI. VETRENCHMENT Captive Company atau Divestment				
	VII. GROWTH Difersifikasi Konsentrik	VIII. GROWTH Difersifikasi Konglomerat	IX. RETRENCHMENT Bangkrut/ Likuiditas				
Rendah (1.0-1.99)							

Based on the results of the IFAS table and the EFAS Matrixtable, it is known that the IFAS value is 2.710504 and the EFS is 2.653142. Thus the cooperative that is under the auspices of the Cooperative and SME Office of North Sumatra Province is in cell V, which is a situation where the company is in the Growth *Stability Strategy* which is a strategy that has potential and some strategic considerations in the performance development plan without having to change the strategy that has been implemented. In principle, this strategy is growth that emphasizes to the point of improving employee performance with large market segments and corporate functions as it seeks to improve efficiency in all fields in order to improve performance and profits.

- Cartecius Diagram SWOT Analysis

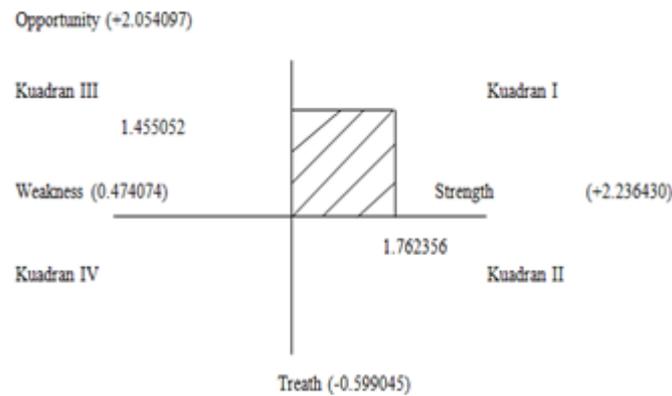
From the results of the IFAS analysis, the strength and weakness factor has a total score of 2.710504 which means that cooperatives under the auspices of the Cooperative and SME Office of North Sumatra Province are at an average high point in their efforts to carry out strategies to utilize strengths to overcome weaknesses.

From the results of the EFAS analysis, the opportunity and threat factors have a total score of 2.653142 which means that cooperatives under the auspices of the Cooperative and SME Office of North Sumatra Province are at the point of average effort to carry out opportunities utilization strategies and avoid threats.

Furthermore, the total score value of each factor can be detailed *Strength* 2.236430, *Weakness* 0.474074, *Opportunity* 2.054097 and *Treath* 0.599045, then known the difference in total score of *Strenght* and *Weakness* factor (+) 1.762356. while the difference in total *opportunity* and *treath* factor score. (+) 1.455052. Below is a diagram of Cartesius SWOT Analysis:

Figure 4.

Cartesius Diagram SWOT Analysis of Cooperative and SME Office of North Sumatra Province



From the cartesius diagram image above, it's very clear that cooperatives under the auspices of the Cooperative and SME Office of North Sumatra Province are in the *growth* quadrant here the quadrant is a situation. Which is very profitable. The company has the opportunity and strength so that it can take advantage of the opportunities that exist. The strategy that must be applied in these conditions is to support aggressive growth policies (*Growth oriented Strategy*). This strategy signifies a strong company and able to grow by taking opportunities or opportunities that exist to achieve maximum turnover.

- Matrix SWOT

SWOT matrix is a tool used to measure factors of a company's strategy. The dynamism and mutual relationship of elements in the SWOT are captured throughout the analysis of pairs of variables included in any of the SWOT parts. The score assigned to each of the pairs depicts the relationship and impact between them.¹⁸ This matrix can clearly describe how external opportunities and threats are possessed. This matrix can produce four alternative possible cells that indicate that a company's performance can be determined by a combination of internal and external factors. The SWOT matrix is a

¹⁸ Barbara Wi eckowska, Monika Raulinajtys-Grzybek and Katarzyna Byszek, Using the Dynamic SWOT Analysis to Assess Options for Implementing the HB-HTA Model, *International Journal of Environmental Research and Public Health*, 19(12) 2022, p.7281. <https://doi.org/10.3390/ijerph19127281>

set of abbreviated words of: Strengths, Weaknesses, Opportunities and Threats, a well-known model in business analysis of the enterprise. Strengths and weaknesses are internal to the business, while opportunities and threats come from outside.¹⁹ Both combinations of factors are shown in the SWOT analysis diagram. Here is an analysis based on the SWOT matrix.

- SO Strategy (*Strength-Opportunity*)

This strategy is a combination of *Strength's* internal factors and *Opportunity* external factors. This strategy is made on the minds of company executives, namely by utilizing all the power to seize and take advantage of opportunities as much as possible. The SO strategy pursued by cooperatives under the auspices of the Cooperative and SME Office of North Sumatra Province is as follows:

- Improve promotional strategies so that they can attract all target markets
- Maintaining customers by improving good service.
- Add new partners to improve user satisfaction of capital services.
- Strategy ST (*Strength-Threat*)

This strategy is a combination of internal factors *Strength* with external factors *Threat*. This strategy uses the power that the company has to overcome all threat from the outside. The strategy pursued by cooperatives under the auspices of the Cooperative and SME Office of North Sumatra Province is as follows:

- Improve service systems both online and offline
- Improving information technology systems and managed a wider social network
- WO Strategy (*Weakness-Opportunity*)

This strategy is a combination of internal *weakness* with external *opportunity* factors, this strategy is applied based on the utilization of existing opportunities by reducing weaknesses owned by the company. WO strategy pursued by cooperatives under the auspices of the Cooperative and SME Office of North Sumatra Province is as follows:

¹⁹ Pawel Gepner, Nguyen Hoang Tien, Mai Thi Hong Dao, Dao Thong Minh, Analysis of businessstrategy of leading Vietnamese real estate developers using SWOT matrix, *International Journal of Multidisciplinary Research and Growth Evaluation*, Vol 3 Issue 1 2022, p.181-187

- Improve cooperation relationships between divisions to maximize company performance
- Turn the local recruitment system into an open recruitment system
- Reward employees who are always disciplined.
- WT Strategy (*Weakness-Treath*)

This strategy is a combination of internal *weakness* and external factors *treath*. This strategy is based on activities that are defensive and try to avoid the possibility of outside threats to reduce the weakness of the company, the WT strategy pursued by cooperatives that are it is under the auspices of the Cooperative and SME Office of North Sumatra Province as follows:

- Forming inter-division cooperation teams in the face of rivals from private companies
- Maintaining service stability in maintaining customers

Figure 5. SWOT Matrix (Indonesian Version)

MATRIK SWOT		
EFAST	STRENGTH (S)	WEAKNESSES (W)
IFAS	Daftar semua kekuatan yang dimiliki	Daftar semua kelemahan yang dimiliki
OPPORTUNITIES (O)	STRATEGI SO	STRATEGI WO
Daftar semua peluang yang dapat diidentifikasi	Gunakan semua kekuatan yang dimiliki untuk memanfaatkan peluang yang ada	Atasi semua kelemahan dengan memanfaatkan semua peluang yang ada
THREATS (T)	STRATEGI ST	STRATEGI WT
Daftar semua ancaman yang dapat diidentifikasi	Gunakan semua kekuatan untuk menghindari semua ancaman	Tekan semua kelemahan dan cegah semua ancaman

4. CONCLUSION

Based on the results of research that has been conducted by cooperatives that are under the auspices of the Cooperative and SME Office of North Sumatra Province can

be concluded as: Strategies to improve performance applied by human resource management in cooperatives that are under the auspices of the Cooperative and SME Office of North Sumatra Province use several policies that are tailored to several considerations and the intended target. Some of these policies are: (1) Human Resource Recruitment and Selection System; (2) Human Resource Placement System; and (3) Human Resource Development. Analysis SWOT analysis results, strength and weakness factors have a total score of 2.710504 which means that cooperatives that are under the auspices of the Cooperative and SME Office of North Sumatra Province are at an average high point in their efforts to carry out strategies utilizing strengths to overcome weaknesses. From the results of the EFAS analysis, the opportunity and threat factors have a total score of 2.653142 which means that cooperatives under the auspices of the Cooperative and SME Office of North Sumatra Province are at the point of average effort to carry out opportunities utilization strategies and avoid threats. From the cartesius diagram image that cooperatives that are under the auspices of the Cooperative and SME Office of North Sumatra Province are in the growth quadrant where the quadrant is a very favorable situation. The company has the opportunity and strength so that it can take advantage of the opportunities that exist. The strategy that must be applied in these conditions is to support aggressive growth policies. This strategy signifies a strong company and able to grow by taking opportunities or opportunities that exist to achieve maximum turnover.

5. REFERENCES

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