

Employee Performance Improvement Strategy based on ERP Integration Post Company Merger PT Pelabuhan Indonesia (PERSERO)

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Abstract. *The merger of state-owned enterprises (SOEs) represents a strategic initiative to enhance operational efficiency, strengthen organizational competitiveness, and create sustainable business synergies. Following the merger of four Indonesian state-owned port companies into PT Pelabuhan Indonesia (Persero), the organization encountered significant challenges in integrating business processes, information systems, organizational culture, and human resources. To support this transformation, the company implemented an Enterprise Resource Planning (ERP) system as an integrated platform for standardizing business processes and improving organizational performance. A qualitative case study approach was employed using data collected through interviews, observations, documentation, and questionnaires involving employees directly involved in ERP implementation. The strategic analysis was conducted using the Internal Factor Analysis Summary (IFAS), External Factor Analysis Summary (EFAS), SWOT Analysis, Internal–External (IE) Matrix, and Grand Strategy Matrix. The IFAS analysis produced a total score of 2.50, indicating a moderate internal strategic position, while the EFAS analysis produced a score of 3.25, reflecting strong external opportunities. The SWOT analysis positioned the company in Quadrant I (Strength–Opportunity), the IE Matrix placed the organization in Cell II (Grow and Build), and the Grand Strategy Matrix confirmed a Quadrant I (Growth Strategy) position. These results demonstrate that the company possesses substantial opportunities for growth, supported by adequate internal capabilities, although improvements in human resource competencies remain essential.*

Keywords: *Employee Performance; Enterprise Resource Planning (ERP); Human Resource Development; Strategic Management; SWOT Analysis.*

1. Introduction

The process of merging companies (merger) is a corporate strategy often undertaken to strengthen competitiveness, expand business networks, and improve operational efficiency. In Indonesia, one of the largest mergers in the transportation and logistics sector occurred in 2021, namely the merger of four State-Owned Enterprises (SOEs) port companies, namely PT Pelabuhan Indonesia I, II, III, and IV. Then, based on the Letter of the Minister of State-Owned Enterprises of the Republic of Indonesia No. S-756/MBU/10/2021 dated October 1, 2021 concerning Approval of Name Changes, Amendments to the Articles of Association and Company Logo, PT Pelabuhan Indonesia II (Persero) changed its name to "PT Pelabuhan Indonesia (Persero) or abbreviated as Pelindo" (Ministry of SOEs, 2021).

The establishment of Pelindo as a national port holding company aims to create a more integrated and efficient port system, while simultaneously enhancing Indonesia's competitiveness in the global logistics chain. With a centralized organizational structure, Pelindo is expected to align service standards, strengthen connectivity between ports, and contribute to reducing national logistics costs, which have remained relatively high (Ministry of Transportation, 2021). However, achieving these goals depends not only on structural policies and the formulation of corporate strategies, but also on the company's success in integrating its previously siloed work systems, business processes, and human resources.

In this context, Enterprise Resource Planning (ERP) integration is a key element in supporting post-merger success. ERP is designed as an integrated information system that enables organizations to manage cross-functional data and processes in a unified manner within a single platform. Through a centralized database, ERP facilitates information consistency, inter-functional coordination, and improved operational control (Suryalena, 2013). Prior to the merger, each Pelindo entity had different application systems and operational procedures, potentially leading to data fragmentation, duplication of work, and limitations in providing strategic information. ERP integration is expected to address these conditions by unifying processes and information across work units.

However, post-merger ERP implementation cannot be separated from its impact on employees as the primary users of the system. Implementing an integrated system requires changes in work methods, adaptation to new procedures, and increased ability to utilize information technology. Employees are not only faced with the demands of understanding new applications but also with changes to more standardized, system-based workflows (Shahrir et al., 2023). On the one hand, ERP has the potential to increase productivity and speed up work completion; however, on the other hand, the initial implementation phase is often marked by challenges such as resistance to change, the need for intensive training, and the risk of temporary performance decline (Wicaksono & Riantono, 2015). Therefore, the impact of ERP integration on employee performance post-merger is a relevant issue that deserves in-depth study. Employee performance essentially reflects the extent to which individuals are able to carry out their duties and responsibilities in supporting the achievement of organizational goals. Performance assessments focus not only on the quantity of output produced but also on the quality of work, timeliness, effective use of resources, and the ability to adapt to changes in the work environment. In organizations undergoing major transformations, such as company mergers and system digitization, employee performance is a critical indicator for assessing the effectiveness of these changes.

2. Research Methods

A research method is an effort to discover, develop, and test the truth of knowledge through scientific means. Therefore, research must use appropriate methods. This research uses a qualitative approach with a case study using SWOT analysis. A qualitative approach seeks to understand social phenomena from the perspective of participants, emphasizing the meaning, experiences, and processes that occur. According to Creswell (2018), qualitative research aims to explore and understand the meaning that individuals or groups ascribe to specific social or humanitarian issues.

In this context, a qualitative approach was chosen because the research focuses on understanding how post-merger ERP integration at PT Pelabuhan Indonesia (Persero) impacts employee performance. This is measured not only by numerical indicators but also through employee experiences, perceptions, interactions, and adaptation to changes in work systems.

The case study method was used because it aligns with the research objective of examining a complex and contextual phenomenon, namely ERP implementation in a large-scale merged company. Yin (2018) states that case studies are appropriate when researchers want to deeply understand a contemporary phenomenon within a real-life context, especially when the boundaries between the phenomenon and its context are unclear.

Furthermore, qualitative methods offer the flexibility to gather data from various sources, such as in-depth interviews, participant observation, focus group discussions, and company

documents. Thus, this approach yields a holistic understanding of the impact of ERP on employee performance.

3. Results and Discussion

3.1. SWOT Analysis Matrix

a. Internal – External (IE) Matrix

The Internal–External Matrix (IE Matrix) analysis is a strategic management tool used to map an organization's position based on the internal and external conditions it faces. This matrix provides a comprehensive overview of the company's strategic position and serves as the basis for formulating appropriate strategies. In this study, the IE Matrix analysis was compiled based on the calculations of the Internal Factor Evaluation Matrix (IFEM/IFAS) and the External Factor Evaluation Matrix (EFEM/EFAS).

In compiling the Internal-External Matrix (IE Matrix), there are two main components that form the basis for determining the strategic position of the organization, namely:

1. Horizontal Axis (X) – Internal Conditions (IFEM)

The horizontal (X) axis in the IE Matrix shows the organization's internal strengths and weaknesses, as measured by the IFEM score. This axis reflects the extent to which the company's internal capabilities support the achievement of strategic goals, particularly in the context of ERP implementation and improving employee performance.

IFEM values are classified into three main categories, namely:

1.0 – 1.99 → Weak

2.0 – 2.99 → Moderate

3.0 – 4.0 → Strong

In this study, an IFEM score of 2.50 indicates that the company's internal conditions are in the moderate category. This indicates that the company has several strengths that support ERP implementation, such as adequate management support and system infrastructure, but still has significant weaknesses, particularly in human resources.

This horizontal axis reflects an organization's ability to manage internal factors such as human resource competency, training effectiveness, organizational culture, and technological readiness. A position in the moderate category indicates that the company has not fully

utilized its internal strengths, so strengthening efforts are still needed, particularly in improving employee digital competency and reducing the skill gap between individuals. The higher the IFEM score, the stronger the company's internal capabilities in supporting its growth strategy.

2. Vertical Axis (Y) – External Conditions (EFEM)

The vertical (Y) axis in the IE Matrix shows the organization's external environmental conditions, which include the opportunities and threats facing the company. This axis is measured through the EFEM value, which reflects the extent to which the organization is able to respond to external environmental dynamics.

EFEM values are classified into:

1.0 – 1.99 → Low

2.0 – 2.99 → Moderate

3.0 – 4.0 → High

In this study, the EFEM value of 3.25 indicates that the company is in the high category, which means that the external environment provides enormous opportunities for the company to develop.

The vertical axis reflects external factors such as government policy support, information technology developments, the need for national logistics efficiency, and the level of global competition. A high EFEM score indicates a company is in a conducive environment for digital transformation, particularly through ERP implementation.

However, the vertical axis also reflects threats that must be anticipated, such as post-merger organizational complexity and rapid technological change. Therefore, despite significant external opportunities, companies must still have the right strategy to effectively respond to these challenges.

Here is a visual representation of the Internal-External (IE) Matrix:

Table Visual Internal-External (IE) Matrix

IFEM	Low Score	Medium Score	High Score
(Internal)	(1.0 – 1.99)	(2.0 – 2.99)	(3.0 – 4.0)

Strong Score (3.0 – 4.0)	Cell I (Grow) – Intensive Growth Strategy	Cell II (Grow) – Limited Growth Strategy	Cell III (Grow) – Limited Growth Strategy
EFEM (External)	Cell IV (Hold) – Controlled Growth Strategy	Cell V (Hold) – Stability Strategy	Cell VI (Grow) – Limited Growth Strategy
Weak Score (1.0 – 1.99)	Cell VII (Harvest) – Shrinkage Strategy	Cell VIII (Harvest) – Limited Shrinkage Strategy	Cell IX (Divest) – Divestment Strategy

Explanation of the Internal – External (IE) Matrix as follows:

1. Cell I (Grow) – Intensive Growth

Cell I indicates a situation where a company possesses very strong internal strengths but faces a less supportive external environment. In this situation, the company possesses strong internal capabilities, such as superior human resource competencies, integrated systems, and strong management, but limited external opportunities.

In this context, companies can continue to grow through internal diversification, product or service innovation, and optimization of existing resources. This strategy emphasizes leveraging internal strengths to overcome the limitations of external opportunities.

2. Cell II (Grow) – Limited Growth

Cell II represents a relatively advantageous strategic position, where the company has significant external opportunities, but internal conditions are not yet fully optimal. This situation indicates that the external environment is very supportive (technology, policies, markets), but internal weaknesses remain, particularly in human resources.

The appropriate strategy is to strengthen human resource competencies, enhance ERP training, and strengthen digital culture. In this case, the primary focus is on strengthening internal capabilities to seize opportunities.

3. Cell III (Grow) – Limited Growth

Cell III represents the most ideal situation, where the company possesses very strong internal strengths and is supported by significant external opportunities. This position is characterized by competent human resources, an optimal ERP system, and a supportive environment.

Strategies in this position include aggressive expansion, continuous innovation, and increased global competitiveness. This position is the company's long-term target.

4. Cell IV (Hold) – Controlled Growth

Cell IV indicates that the company has strong internal strengths but limited external opportunities. This position has strategies of maintaining performance, increasing efficiency, and limited expansion. The focus in this cell is on stability and efficiency.

5. Cell V (Hold) – Stability

Cell V indicates an average condition, where both internal and external factors are at moderate levels. This condition is characterized by the absence of significant advantages and the absence of major threats.

Stability strategies include internal improvements, operational efficiency programs, and strengthening human resource competencies. The focus in this cell is on maintenance and improvement.

6. Cell VI (Grow) – Limited Growth

Cell VI indicates a situation where external opportunities are substantial but internal strengths are very weak. This cell is characterized by unprepared human resources and suboptimal systems. Limited growth strategies in this cell include internal restructuring, rapid human resource strengthening, and budget allocation for training investments.

7. Cell VII (Harvest) – Shrinkage

Cell VII indicates that the company possesses internal strengths, but the external environment is unfavorable. The strategy under these circumstances is to optimize short-term profits, reduce aggressive expansion, and immediately focus on efficiency.

8. Cell VIII (Harvest) – Limited Shrinkage

Cell VIII indicates adequate internal conditions, but very low external opportunities. Strategies in this situation include reducing investment, implementing cost-efficiency programs, and focusing management more on profitable units.

9. Cell IX (Divest) – Divestment

Cell IX represents the most unfavorable situation, where internal conditions are weak and external conditions are unfavorable. Strategies include divestment, business unit closure, or gradual reduction in activity.

A company's position in Cell II indicates that the organization has significant external opportunities but still faces internal limitations. Therefore, the appropriate strategy is a growth strategy focused on strengthening internal factors, particularly human resources, so the company can optimally and sustainably capitalize on external opportunities.

3.2. SWOT Quadrant Matrix

The SWOT quadrant diagram is a strategic analysis tool used to determine a company's position based on a combination of internal factors (strengths and weaknesses) and external factors (opportunities and threats). This analysis aims to formulate the strategy that best suits the company's overall situation. The strategies generated from this matrix include:

1. SO (Strengths – Opportunities)

Leveraging strengths to pursue opportunities such as Strengthening HR digital competencies to take advantage of technological developments.

2. WO (Weakness – Opportunities)

Overcoming existing weaknesses by taking advantage of opportunities, such as increasing ERP training to overcome HR limitations.

3. ST (Strength – Threats)

Using strengths to overcome threats, such as Leveraging management support to overcome organizational complexity

4. WT (Weakness – Threats)

Minimize weaknesses and avoid threats by simplifying work systems to reduce complexity.

The SWOT matrix is a strategic analysis tool that combines internal (strengths and weaknesses) and external (opportunities and threats) factors to formulate various strategies that can be adopted by management. The purpose of this matrix is to assist management in making strategic decisions appropriate.

Purpose and Benefits of SWOT Matrix:

1. SO Strategy (Strengths-Opportunities):

Leveraging internal strengths to pursue external opportunities.

2. WO (Weaknesses-Opportunities) Strategy:

Overcoming internal weaknesses by taking advantage of external opportunities.

3. ST Strategy (Strengths-Threats):

Using internal strengths to overcome or avoid external threats.

4. WT Strategy (Weaknesses-Threats):

Minimize internal weaknesses and avoid external threats.

Table SWOT Quadrant Matrix

Internal / External Factors	Opportunities	Threats
Strengths	SO Strategy	ST Strategy
	1. Strengthening digital competencies of human resources to take advantage of technological developments	1. Utilizing management support to address organizational complexity
	2. ERP optimization to improve national logistics efficiency	2. Standardize processes to cope with technological changes
	3. Integration of ERP-based systems to support government policies	3. Utilization of real-time data to increase competitiveness

Weakness	WO Strategy	WT Strategy
	1. Improve ERP training to address HR limitations	1. Restructure the business to reduce operating costs and increase efficiency.
	2. Developing a digital culture to take advantage of technological opportunities	2. Simplification of work systems to reduce complexity
	3. Competency improvement program based on work needs	3. Monitoring and evaluation of ERP usage

Explanation of the SWOT Quadrant Matrix:

1. SO Strategy (Strength – Opportunities)

An SO strategy leverages a company's internal strengths to seize available external opportunities. In this study, the company's core strengths, including management support and integrated ERP infrastructure, are combined with external opportunities such as technological developments and government support for the digitalization of state-owned enterprises.

Implementation Example:

a. ERP-Based Digital Competency Development

This program focuses not only on basic ERP skills but also on data analysis, systems-based decision-making, and the use of other digital technologies. Examples of implementation include advanced ERP training, digital competency certification, and data analytics workshops.

b. ERP Optimization for Operational Efficiency

ERP can be used to integrate all of a company's business processes, creating greater operational efficiency. Examples of implementation include data integration between work units, automation of administrative processes, and the creation of real-time performance monitoring dashboards.

c. Strengthening Digital-Based Organizational Culture

Companies can build a work culture that supports digital transformation by internalizing the values of innovation and technology adaptation. Examples of implementation include digital culture campaigns, innovation challenge programs, and rewards for innovative employees.

2. WO Strategy (Weakness – Opportunities)

The WO strategy aims to capitalize on external opportunities to address a company's internal weaknesses. In this study, the primary weaknesses lie in HR competency and the effectiveness of ERP training.

Implementation Example:

a. ERP Training Program Enhancement

Companies can leverage technological advancements and government support to improve the quality of their ERP training programs. Examples of this strategy include ERP e-learning, simulation-based training, and coaching and mentoring.

b. Digital Talent Recruitment and Development

Companies can recruit employees with strong digital competencies while simultaneously developing internal talent. Examples of implementation include talent mapping, digital talent development, and technology cadre programs.

c. Strengthening Employee Digital Literacy

Opportunities for technological development can be leveraged to improve the digital literacy of all employees. Implementation can be achieved through digital transformation seminars, cybersecurity awareness training, and digital mindset programs.

3. ST Strategy (Strength – Threats)

ST strategy is used to utilize the company's internal strengths in facing external threats.

Implementation Example:

a. Strengthening Change Management

Companies can leverage management support to mitigate the impact of threats such as resistance and organizational complexity post-merger. Examples of implementation include change socialization, employee communication forums, and leadership engagement.

b. Work Process Standardization

Standardization is implemented to address the threat of organizational complexity and differences in work cultures. Implementation can include the creation of ERP-based SOPs, integration of procedures between units, and implementation of system compliance audits.

c. Strengthening Competitiveness through ERP

ERP is used as a tool to increase a company's competitiveness amidst global competition. Examples of its implementation include real-time operational data analysis, digital performance monitoring, and data-based benchmarking.

4. WT Strategy (Weakness – Threats)

WT strategy aims to minimize internal weaknesses and avoid external threats.

Implementation Example:

a. Simplification of Work System

To reduce the risk of ERP failure and employee resistance, companies can simplify workflows. This can be done by simplifying business processes, reducing administrative steps, and creating user-friendly system enhancements.

b. ERP Monitoring and Evaluation

Companies need to conduct regular evaluations of ERP effectiveness and human resource readiness. This is implemented through ERP system audits, user satisfaction surveys, and consistent KPI-based performance evaluations.

c. Intensive Mentoring for Employees

Employees experiencing difficulties using ERP require specialized support. This can be mitigated by implementing ERP helpdesk facilities, establishing work unit support teams, and actively engaging in one-on-one coaching.

The implementation of the SWOT strategy shows that the company's primary focus should be on developing human resource competencies, optimizing ERP, strengthening digital culture,

and operational efficiency. The most dominant strategy based on the company's position in Quadrant I is the SO (aggressive) strategy, but WO, ST, and WT strategies are still needed as supporting strategies to ensure the success of the overall organizational transformation.

3.3. Grand Strategy Matrix

The Grand Strategy Matrix is a strategic analysis tool used to determine an organization's strategic direction based on the company's competitive position and the growth rate of the industry or business environment it faces. This matrix helps organizations determine the most appropriate primary strategy to achieve their long-term goals.

In this study, the Grand Strategy Matrix is used to strengthen strategic analysis after conducting IFEM (Internal Factor Evaluation Matrix), EFEM (External Factor Evaluation Matrix), SWOT, and Internal–External (IE) Matrix analyses. The use of the Grand Strategy Matrix aims to clarify the company's strategic direction in improving employee performance based on ERP integration after the merger at PT Pelabuhan Indonesia (Persero).

This matrix guides strategic decision making by grouping the organization's position into four quadrants based on two main dimensions: competitive strength and market growth with the following explanation:

1. Competitive Position Dimensions

The first dimension is the company's competitive position, depicted on the horizontal axis. This dimension indicates the organization's level of internal strength in competing and executing its business strategy.

Competitive position is influenced by several internal factors, including:

- a. HR Competence
- b. Effectiveness of ERP implementation
- c. Management support
- d. Technology infrastructure
- e. Operational efficiency
- f. Organizational culture

In this study, the company's competitive position is in the fairly strong category, because the company has:

- a. Integrated ERP infrastructure
- b. Good management support
- c. Standardization of business processes

However, there are still some internal weaknesses, especially:

- a. Uneven distribution of human resource competencies
- b. ERP training is not optimal
- c. Resistance to change

Therefore, the company's competitive position cannot yet be categorized as very strong, but it is sufficient to support a growth strategy.

2. Dimensions of Industrial Growth / Business Environment (Market Growth)

The second dimension is the industry growth rate or external environment, depicted on the vertical axis. This dimension indicates the extent of external opportunities available for a company to grow.

In the context of this research, industrial growth and the business environment are influenced by:

- a. Government support for the digitalization of state-owned enterprises
- b. Development of information technology
- c. The need for national logistics efficiency
- d. Integration of national logistics systems

The EFEM analysis results indicate that the company enjoys strong and highly supportive external conditions. This indicates a significant opportunity for growth through digital transformation and ERP optimization.

Thus, the company is in a business environment that has a high growth rate, thus providing a great opportunity to increase the competitiveness of the organization.

Goals and Benefits of the Grand Strategy Matrix:

1. Helping Companies Determine Growth Strategies: helping companies determine the growth strategy that best suits the company's conditions;
2. Helps Identify HR Development Priorities: companies can find out that one of the main weaknesses lies in the HR aspect;
3. Supporting the Effectiveness of ERP Implementation: ERP not only requires a good technology system, but also organizational and HR readiness;
4. Improving Company Competitiveness: helping companies determine strategic steps to increase efficiency, speed up services, improve operational quality, and strengthen national and international competitiveness;
5. Helping Companies Anticipate Risks: Through strategic position analysis, companies can identify various risks that may arise;
6. Supporting Post-Merger Integration: helping companies determine the most appropriate integration strategy to make the transformation process more effective.

Grand Strategy Matrix Structure:

The Grand Strategy Matrix consists of four main quadrants, each of which shows the company's strategic condition based on a combination of competitive position and industry growth:

1. **Quadrant I: Growth Strategy:** Strong Competitive Position – High Industry Growth
2. **Quadrant II: Turnaround Strategy:** Weak Competitive Position – High Industry Growth
3. **Quadrant III: Defensive Strategy:** Weak Competitive Position – Low Industry Growth)
4. **Quadrant IV: Alternative Strategy (Diversification Strategy):** Strong Competitive Position – Low Industry Growth)

Table Grand Strategy Matrix of PT Pelabuhan Indonesia (Persero)

Competitive Strength (Competitive Strength)	Industrial Growth (Market Growth)	Recommended Strategy
Strong	High	Quadrant I: Growth Strategy - Market Development - Market Penetration - Product Development
Weak	High	Quadrant II: Recovery Strategy (Turnaround Strategy) - Organizational Restructuring - Improving Human Resources Competence - Change Management
Weak	Low	Quadrant III: Defensive Strategy - Cost Efficiency - Core Business Focus - Savings
Strong	Low	Quadrant IV: Alternative Strategy (Diversification Strategy) - Business Diversification - Digital Innovation - Talent Development

4. Conclusion

Based on the results of research on Employee Performance Improvement Strategies Based on Enterprise Resource Planning (ERP) Integration Post-Company Merger at PT Pelabuhan

Indonesia (Persero), which were analyzed using the SWOT, IFEM, EFEM, Internal-External Matrix (IE Matrix), and Grand Strategy Matrix approaches, several conclusions can be drawn as follows:

1. ERP Implementation

Research results show that ERP implementation has provided various benefits to companies, including increased operational efficiency, accelerated information flow, business process integration, improved data accuracy, and simplified decision-making. ERP has successfully become a key platform in supporting post-merger integration processes and corporate digital transformation.

However, the utilization of ERP is not yet fully optimal because several obstacles are still found in the human resources aspect, such as an imbalance in digital competency among employees, uneven training effectiveness, and ongoing resistance to changes in work systems.

2. Results of Internal and External Factor Analysis

a. Internal Factors

Based on the results of the internal factor analysis (IFEM), it was found that HR competency, ERP training, digital culture, and employee readiness were the factors that most determined the success of a company's digital transformation.

Interview and questionnaire results indicate that improving employee digital competency is an urgent need to maximize the use of all ERP features and benefits. Therefore, human resource development is a strategic priority that must be implemented continuously.

b. External Factors

Based on the results of the external factor analysis (EFEM), the company found that it operates in a business environment that strongly supports digital transformation. Government support for the digitalization of state-owned enterprises (SOEs), rapid developments in information technology, the increasing need for national logistics efficiency, and the demand for integrated port services represent opportunities the company can capitalize on to increase its competitiveness.

Despite threats such as post-merger organizational complexity, rapid technological change, and increasing global competition, the opportunities available far outweigh the threats faced.

3. IFAS and EFAS Matrix

a. IFAS Matrix

Based on the results of the Internal Factor Analysis Summary (IFAS) Matrix analysis, a total score of 2.50 was obtained, which indicates that the internal conditions of PT Pelabuhan Indonesia (Persero) are in the moderate (average) category.

Of all the internal factors analyzed, human resources have the most weight and influence on the success of ERP implementation. Therefore, employee competency development is a strategic priority that companies must implement to increase the effectiveness of ERP utilization and support sustainable organizational performance improvement.

b. EFAS Matrix

Based on the External Factor Analysis Summary (EFAS) Matrix analysis, a total score of 3.25 was obtained, indicating that the company's external conditions are in the high category. Key opportunities identified in this study include government support for the state-owned enterprise digitalization program, the rapid development of information technology, the increasing need for national logistics efficiency, and the demand for a more modern and integrated port service system.

However, the company also faces several external threats that need to be anticipated, including the complexity of the organization after the merger, rapid technological changes, the risk of system implementation failure, and increasing competition in the logistics and port sectors.

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