

HUMAN RESOURCE DEVELOPMENT STRATEGY AT THE BATANGKALUKU AGRICULTURAL TRAINING CENTER IN GOWA DISTRICT

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ABSTRACT

Human resource development (HRD) in public organizations, including the Batangkaluku Agricultural Training Center, is crucial for achieving success and effectiveness. Technology, government policies, and other external dynamics are factors that influence HRD strategies. This research aims to identify alternative HRD strategies that are suitable for the organization's needs and potential. Through SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis and QSPM (Quantitative Strategic Planning Matrix), this research presents an overview of the organization's internal and external conditions as well as alternative strategies that can be adopted. The findings of this research contribute to the HRD literature and provide practical guidance for public organizations to formulate focused and relevant strategies. The conclusion of this research outlines the results of IFAS and EFAS, which yield several alternative strategies, such as developing the competence and excellence of the BBPP in agricultural workforce training, being responsive to the needs of the agricultural sector with training programs, actively promoting training programs and expanding partnership networks, and establishing a monitoring and evaluation system, with the third strategy showing the highest score in QSPM..

KEYWORDS Human Resource Development, Public Organization, SWOT Analysis, QSPM



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INTRODUCTION

Human resource development (HRD) is an essential aspect in achieving success and effectiveness in organizations, including public organizations. Along with the dynamics of social, economic, and political changes, public organizations are often confronted with demands to continuously develop in order to meet the needs of society and achieve their strategic goals. In this context, HRD strategies in public organizations become imperative to ensure that individuals have the skills,

How to cite: Tajuddin (2024). Human Resource Development Strategy At The Batangkaluku Agricultural Training Center In Gowa District. *Journal Eduvest*. 4 (8): 6939-6952
E-ISSN: 2775-3727
Published by: <https://greenpublisher.id/>

knowledge, and competencies required to face challenges and provide optimal public services (Ahmadin et al., 2023).

Public organizations often have unique dynamics, including pressures to enhance accountability, transparency, and efficiency. Therefore, HRD strategies in the public sector are designed considering the distinctive political, legal, and social contexts. Enhancing the capabilities of human resources in delivering quality public services is crucial in meeting societal expectations and achieving government goals. A strategic approach to HRD in public organizations includes identifying specific needs, developing effective leadership, and empowering human resources to adapt to environmental changes (Ismainar et al., 2024). In an era of continuous technological advancement, public organizations need to leverage innovation and technological solutions to support individual learning and development.

One challenge for public organizations is the responsibility to deliver effective and responsive public services. High-quality human resources are key to achieving this goal, and HRD strategies are essential in enhancing individuals' capacity and capabilities (Ismail et al., 2022). Public organizations are often subject to strict policies and regulations. Another challenge frequently encountered in human resource development is the constantly changing work environment, including technological advancements, increasingly complex societal demands, and regulatory changes, thus creating the need for HRD strategies that can address emerging challenges and opportunities (Soenanto et al., 2020). High-quality human resources are key to achieving responsive public service goals, making HRD strategies essential in enhancing individuals' capacity and capabilities (Sulaiman, 2023). Similarly, challenges faced by other public organizations are encountered by the Batangkaluku Agricultural Training Center.

The Batangkaluku Agricultural Training Center was established to provide training and development to farmers, agricultural workers, and stakeholders in the agricultural sector. The center aims to enhance skills, knowledge, and technology in the agricultural sector, covering training on sustainable farming practices, the adoption of modern agricultural technology, and natural resource management. The Batangkaluku Agricultural Training Center conducts various training programs encompassing various aspects of agriculture, such as planting, crop maintenance, pest and disease management, the use of the latest agricultural technology, and innovative agricultural practices.

The Batangkaluku Agricultural Training Center is engaged in educational and research activities, including providing scientific information, developing agricultural innovations, and supporting research to enhance agricultural productivity and sustainability. It serves as a hub for agricultural technology development, providing farmers access to the latest agricultural technology, tools, and methods to improve agricultural yields. The center can organize outreach activities to disseminate information about best farming practices, agricultural policies, and climate change conditions that can affect the agricultural sector. Human resource development issues at the Batangkaluku Agricultural Training Center were identified from the Performance Report (LAKIN) in 2022 as follows.

Table 1.1 Problems in Strategy at the Batangkaluku Agricultural Training Center

No	Human Resource Development Issues	Description of Issues
	Discrepancy between Organization and Development Strategy	There is a lack of alignment between the needs of BBPP and the implemented HRD strategies.
	Lack of Stakeholder Engagement	Lack of participation and involvement of related parties, such as employees, management, and other stakeholders
	Ineffective Communication of Development Strategy	Ineffective communication regarding HR development strategies to the majority of BBPP employees
	Difficulty in Assessing Program Impact and Effectiveness	Difficulty in evaluating the impact and effectiveness of implemented HR development programs
	Not Integrated with the Main Strategy	HR development is not fully integrated with BBPP's main strategies and long-term goals

Source: Performance Report (LAKIN) Batangkaluku (2022)

SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis and QSPM (Quantitative Strategic Planning Matrix) play an important role in addressing Human Resource Development (HRD) issues, particularly those experienced by the Batangkaluku Agricultural Training Center. Efforts to identify potential (strengths and opportunities) can be strengthened and utilized for HRD development, as well as challenges (weaknesses and threats) that can be minimized or anticipated.

The research problem in this study includes two main questions: how to identify alternative human resource development strategies at the Batangkaluku Agricultural Training Center in Gowa Regency, and how to determine the most appropriate strategy. The research objective is to achieve both by identifying alternative HRD development strategies and determining strategies that align with the needs and potentials of the Batangkaluku Agricultural Training Center in Gowa Regency. The benefits of the research are divided into two categories: theoretical and practical. Theoretically, this research is expected to contribute to the HRD literature by integrating SWOT theory and QSPM analysis. Meanwhile, practically, this research can provide guidance for public organizations to formulate HRD strategies that are focused and aligned with internal and external conditions. It is hoped that the results of this research will also have a direct impact on improving the quality of human

resources in the agricultural sector of Gowa Regency, with a positive contribution to productivity, innovation, and sustainability in the sector.

Management strategies help in allocating resources efficiently, including budget, time, and workforce, thereby ensuring that investments in HRD yield optimal results (Ismail et al., 2022; Sulaiman, 2022). With effective management strategies, organizations can design HRD programs that meet their specific needs, thus helping to focus efforts on skills and competencies crucial for achieving strategic goals, and providing a framework for aligning HRD with long-term organizational objectives. These steps ensure that development efforts have targeted impacts on achieving the organization's vision and mission. Based on the above description, this research is titled 'Human Resource Development Strategy at the Batangkaluku Agricultural Training Center in Gowa District'.

Literature Review

There are several strategies for developing human resources that can be applied by organizations. One of them is to show appreciation to individuals for their achievements and contributions, such as providing bonuses or awards. Additionally, organizations can organize training programs tailored to individual needs, such as workshops or mentoring. An objective performance management system is also crucial for enhancing employee performance. A positive organizational culture can also be fostered through activities like team building. These strategies can help improve productivity, loyalty, and employee satisfaction, as well as reduce turnover and conflicts.

Human resource development can also enhance an organization's intellectual capital, which is a key determinant of competitiveness in the global market. Furthermore, this strategy can strengthen the adaptive capacity of the organization to respond to environmental changes. Organizational commitment to human resource development can also be enhanced through strategies that can influence overall organizational performance.

Several theories support the concept of human resource development strategies, including human needs theory, which emphasizes the importance of meeting individuals' basic needs. Organizational learning theory also highlights the importance of organizations learning to enhance their collective capabilities. Self-determination theory also emphasizes the importance of considering individual psychological factors such as autonomy, competence, and relatedness.

Moreover, organizations also need to understand their external and internal environments to develop consistent and realistic strategies. External environmental analysis can help organizations identify existing opportunities and threats, while understanding the internal environment can help organizations understand their strengths and weaknesses. Strategic planning is also essential to help organizations anticipate environmental changes and gain competitive advantages.

Various previous studies have been conducted that are still relevant to the theme that the author examined. For example, a SWOT analysis study of academic libraries in Jamaica highlights the need for libraries to understand their internal strengths in order to seize opportunities and overcome challenges (Harris, 2018). Other research discusses bureaucracy in libraries as a system that can be viewed

from the point of internal strengths and weaknesses, as well as external opportunities and threats (Jordan-Makely, 2019). In addition, there are studies exploring the relationship between strategic thinking and organizational performance, as well as SWOT analysis of research and development organizations in India (Alatailat et al., 2019) (Kumar et al., 2019). Other research focuses on higher education in Pakistan, highlighting strengths and weaknesses in distance learning systems (Nasreen & Afzal, 2020). Furthermore, there is also research covering the micro, small, and medium enterprises (MSMEs) sector as well as convection companies, highlighting human resource development and employee performance improvement through SWOT analysis (Rijal & Churiyah, 2023). This shows that SWOT analysis becomes a useful tool in formulating development strategies in a variety of organizational and industrial contexts.

RESEARCH METHOD

Research Design

This research is of an exploratory nature aimed at identifying and establishing human resource development (HRD) strategies at the Batangkaluku Agricultural Training Center in Gowa Regency. It is designed to guide strategic decisions in the development of employee productivity based on scientific analysis and argumentation. The managerial strategic decisions in this research are within the scope of HRD development.

Location and Time of Research

This research was conducted at the Batangkaluku Agricultural Training Center, Jl. Malino KM.3, Tamarunang, Somba Opu District, Gowa Regency, South Sulawesi 92111. This was based on the consideration that the Batangkaluku Agricultural Training Center has expertise in training and also engages in human resource development as a human resource development strategy. The research was conducted from March to April 2024.

Type and Sources of Data

The type of data used is quantitative data that can be measured numerically in the form of: (a) questionnaire responses given a scale of 1 to 5; and (b) respondent profiles. The data type is obtained from tabulating the data from the questionnaire distribution of the research. The data sources in this research are primary data sources through questionnaires, and secondary data sources through annual performance reports.

The data type in this research is primary data, which is research data obtained or collected directly from the original source. Primary data is information obtained from primary sources, namely information from informants. Primary data in this research is obtained from questionnaire responses provided by respondents and reinforced by interviews with the Head of the General Affairs Section. Additionally, the data used in this research also comes from relevant literature and scientific articles related to the variables being studied.

Subjects and Objects of Research

In this research, the subjects are all civil servants (questionnaires) and the Head of the General Affairs Section (interviews) (Appendix 2). Furthermore, the object of the research is something that is the focus of the research activities, namely the identification of alternative strategies based on the results of IFAS and EFAS analyses, and then determining the best alternative strategy based on the results of the QSPM.

Data collection techniques in the quantitative research approach include questionnaires and observations. Observations are made on informants to obtain a clear picture of the analysis of internal and external factors. The questionnaire is divided into two parts to be filled out, namely Part A for Internal Factor Analysis (IFAS) and Part B for External Factor Analysis (EFAS). Respondents answer the questions on the questionnaire by marking the provided answer choices.

Data analysis is conducted based on the stages of formulating human resource development strategies, using secondary data from internal and external sources at the Batangkaluku Agricultural Training Center using internal and external environmental analysis, TOWS analysis, and QSPM. The stages include identifying internal and external factors, questionnaire preparation, data analysis, preparation of IFE and EFE matrices, and creating a SWOT matrix to formulate strategic HRD factors. The QSPM matrix is used to evaluate alternative strategy options objectively and as a recommendation for strategies to be implemented by the organization in the future.

RESULT AND DISCUSSION

Overview

The Batangkaluku Agricultural Training Center (BBPP) in Gowa Regency is an institution that plays a crucial role in enhancing agricultural human resource capacity through training. Throughout its history, the BBPP Batangkaluku has undergone several name changes since 1976 to reflect its evolution and adaptation to the needs of the times. Challenges faced include efforts to realize its vision as a trustworthy and competitive training institution, producing agricultural human resources that are creative, innovative, and professional. The functions of BBPP Batangkaluku encompass various activities ranging from program development to training data and information management. The vision and mission of this institution emphasize the improvement of training program quality, the development of collaboration networks, the enhancement of training service quality, the development of training technique models, and the promotion of the role and function of self-supporting agricultural training institutions. Thus, BBPP Batangkaluku aims to be a pioneer in producing high-quality agricultural human resources ready to compete in the modern era.

External Conditions of the Batangkaluku Agricultural Training Center

The external conditions of the Batangkaluku Agricultural Training Center are assessed from various aspects, including new technology, collaboration, government incentives, government policies, the possibility of job displacement by technology, and various uncertainties that may be encountered.

First, new agricultural technology offers opportunities and challenges. The adoption of new technology enables training providers to deliver materials online through e-learning platforms, increasing accessibility for farmers. It also allows training providers to tailor materials to the needs and understanding levels of participants, enhancing overall training effectiveness. However, technology can also replace human jobs in the farming process, requiring adaptation and investment in new skills.

Second, collaboration among various stakeholders such as government, research institutions, universities, and agribusiness companies is key to developing relevant and effective training programs. Financial support, access to resources, and knowledge exchange can be enhanced through strong partnerships.

Third, government incentives, such as subsidies for education or training, provide encouragement for farmers and agricultural workers to develop their skills. Increased budget allocation and supportive policy development are also important factors in supporting human resource development in agriculture.

Fourth, stable and supportive government policies can provide a solid foundation for human resource development programs. This includes the development of education and training infrastructure, funding for relevant education and training programs, and innovation in teaching and learning methods.

Fifth, advancing technology can replace some human jobs in the farming process, necessitating adaptation in training programs to address these changes. However, technology can also provide new opportunities for farmers and agricultural workers who are able to master it.

Finally, various uncertainties such as policy changes, climate and market fluctuations, and demographic changes require flexibility in planning and implementing human resource development programs. In-depth analysis, quick adaptation, and innovation are key to addressing these uncertainties.

In facing these external conditions, BBPP Batangkaluku needs to consider robust and flexible strategies to ensure that the training programs provided are relevant, effective, and sustainable in supporting human resource development in agriculture.

Internal Conditions of the Batangkaluku Agricultural Training Center

The internal conditions of the Batangkaluku Agricultural Training Center are outlined as follows:

1. **Agricultural Staff Skills:** Agricultural staff must have a strong understanding of basic agricultural principles, including knowledge of cultivated crops and livestock, efficient cultivation techniques, and natural resource management such as soil and water. Diverse field experience is highly valuable in developing the skills and understanding of an agricultural employee. Effective agricultural employees should possess good problem-solving abilities and communication skills.
2. **Specialized Expertise:** Comprehensive specialized expertise in agricultural practices enables individuals to manage farming operations and achieve desired outcomes. Skills in the use of agricultural tools and machinery are crucial specialized skills. The ability to analyze soil and water, as well as

- identify, prevent, and control crop pests and diseases, is highly valuable specialized expertise.
3. **Leadership Support:** Support from agricultural organizational leadership is crucial to ensuring the success of human resource development. Leaders must provide active support and the necessary resources to implement human resource development programs. High commitment from agricultural organizational leaders is required to strengthen a culture of learning and development throughout the organization.
 4. **Education Field Investment:** Investment in education for human resources in agriculture can help improve skills and knowledge. Education in specific fields such as agronomy, livestock management, or agribusiness marketing can help develop specialized skills that align with the needs of agricultural organizations.
 5. **Rewards System:** A fair and transparent rewards system provides recognition for significant achievements and contributions from employees. Rewards associated with specific achievements can provide incentives for employees to continue developing and improving their skills and knowledge.
 6. **Recognition:** Recognition of performance achievements and positive contributions is conveyed through formal and informal awards. Recognition of outstanding performance achievements often leads to promotion or advancement.
 7. **Organizational Culture:** An organizational culture that encourages continuous learning is crucial for the long-term success of agricultural organizations. Organizational leaders set an example in prioritizing personal and professional learning and development.
 8. **Knowledge Sharing:** Agricultural organizations can hold regular training sessions and workshops where experts in specific fields or experienced employees can share their knowledge and experiences with colleagues. Mentoring and coaching programs can also help facilitate the transfer of knowledge and experience among employees.
 9. **Budget Limitations:** One of the main limitations is the lack of funds available to conduct training and education for employees. Budget constraints can result in reduced program quality and limit the organization's ability to access external resources.
 10. **Hindering Bureaucracy:** Excessive bureaucracy can slow down the approval process for launching or implementing development programs. This can lead to resource wastage and hinder innovation in designing and implementing development programs.
 11. **Policy Changes:** Frequent changes in government policies or industry regulations can disrupt long-term planning and cause sudden changes in human resource development strategies. Policy changes can affect the priorities and focus of development programs.
 12. **Human Resource Limitations:** Limitations in human resources in terms of quantity and skills can be barriers to organizing effective human resource development programs. Lack of qualified personnel can limit the organization's ability to implement comprehensive training and education programs.

IFAS and EFAS Analysis

Based on the external conditions of the Batangkaluku Agricultural Training Center, the Opportunities (O) conditions are outlined as follows:

Table 4.1 Results of Opportunities (O) Analysis

	Code	Opportunity Items
<i>Opportunity</i>	O1	The adoption of new technology can enhance efficiency in administrative tasks and training implementation
	O2	Collaborating with stakeholders or relevant agencies to provide joint development programs
	O3	Opportunities to utilize incentives or subsidies provided by the government
	O4	Changes in government policies that support human resource development and training
	O5	Preparing for positive changes in the external environment and the availability of education and training programs that meet needs

Based on the external conditions of the Batangkaluku Agricultural Training Center, the Threats (T) experienced are as follows:

Table 4.2 Results of Threat (T) Analysis

	Code	Threat Items
<i>Threat</i>	T1	Threat from autonomous and self-sufficient agricultural technology that can replace human jobs
	T2	Uncertainties in policies that can affect human resource development plans and programs

The next step is to summarize the total external conditions of Threat - Opportunity in the form of a table. This list represents all Threat - Opportunity conditions that are still relevant and appropriate for the Batangkaluku Agricultural Training Center.

Table 4.3 Results of Threat-Opportunity Analysis

	Code	Threat Items
<i>Threat</i>	T1	Threat from autonomous and self-sufficient agricultural technology that can replace human jobs
	T2	Uncertainties in policies that can affect human resource development plans and programs.
<i>Opportunity</i>	O1	The adoption of new technology can enhance efficiency in administrative tasks and training implementation
	O2	Collaborating with stakeholders or relevant agencies to provide joint development programs

O3	Opportunities to utilize incentives or subsidies provided by the government
O4	Changes in government policies that support human resource development and training
O5	Preparing for positive changes in the external environment and the availability of education and training programs that meet needs

In this section, an analysis is conducted on all internal conditions that have been collected to obtain suitable and relevant conditions as Strengths and Weaknesses, which then become inputs for forming new strategies. The internal conditions of the Batangkaluku Agricultural Training Center in Gowa district are analyzed based on the results of questionnaires and interviews with informants to see a comparative comparison regarding the strengths and weaknesses of the internal conditions of the Batangkaluku Agricultural Training Center in Gowa district, which are then compiled in the following table format.

Table 4.4 Results of Weakness-Strength Analysis

	Code	Strength – Weakness Items
<i>Strength</i>	S1	Employees with skills and competencies in agriculture that align with organizational needs
	S2	Specialized expertise in agriculture supports organizational goals
	S3	Support from leadership and high commitment from all staff to human resource development
	S4	Leaders understand the importance of human resources in the form of investment in education.
	S5	A fair and transparent rewards system enhances employee motivation.
	S6	Recognition given for performance achievements and positive contributions.
	S7	Organizational culture that encourages continuous learning and development.
	S8	Mechanisms for sharing knowledge and experiences among employees.
<i>Weakness</i>	W1	Budget constraints may limit the implementation of human resource development programs.
	W2	Excessive bureaucracy impedes flexibility in development programs.
	W3	Frequent policy changes can hinder the planning and implementation of human resource development strategies.

TOWS Strategy

In this section, strategies will be developed based on the results of descriptive-qualitative analysis of internal and external conditions. TOWS consists of 4 matrices, SO - WO - ST and WT, where the meaning of each matrix is as follows:

- a) SO (strength – opportunity): Using internal strengths to leverage external opportunities
- b) WO (weakness – opportunity): Improving internal weaknesses by exploiting external opportunities
- c) ST (strength – threat): Using internal strengths to avoid external threats
- d) WT (weakness – threat): Most defensive strategy, avoiding threats and minimizing weaknesses

Based on the four strategy matrices (SO, WO, ST, and WT), one most effective strategy is chosen. To generate the most effective strategy, weighting and rating for each strategy are conducted. Weighting is calculated from 0.0 (not important) to 1.0 (important), with the total sum of weights equaling 1.0. Meanwhile, the rating is determined from 1 (well below average), 2 (below average), 3 (above average), and 4 (well above average). It is assumed that all condition items have equal strength, so weighting and rating are assigned the same value for all items.

Weighting and rating for each strategy are calculated for each matrix. After that, the most effective strategy is selected. The analysis results indicate that the total strength score is 3.216, while the total weakness score is 1.990. On the other hand, the total opportunity score is 3.126, with a total threat score of 2.453. By using the internal and external analysis coordinates, strategies can be chosen and recommended. The TOWS matrix graph quadrant depicts the organization's position and appropriate strategies to be adopted. Based on the analysis, the SO strategy is recommended, which involves addressing internal weaknesses by leveraging external opportunities. This requires a clear relationship between internal and external conditions to generate effective strategies.

Analysis of QSPM

The next stage in formulating effective human resource development strategies is the decision-making or alternative strategy selection stage using the Quantitative Strategic Planning Matrix (QSPM). The QSPM is needed to objectively evaluate alternative strategy choices and is designed to determine the relative attractiveness and feasible courses of action based on the analysis results of the TOWS analysis stage. The QSPM is also used as a recommendation for strategies that should be implemented by the Balai Besar Pelatihan Pertanian Batangkaluku in the future. The QSPM analysis is presented as follows:

Table 4.8 Results of QSPM Analysis

<i>Quantitative Strategic Planning Matrix</i>		Balai Besar Pelatihan Pertanian Batangkaluku								
		Strategy 1		Strategy 2		Strategy 3		Strategy 4		
Factor	Value	AS	TAS	AS	TAS	AS	TAS	AS	TAS	
Strength	S1	0.12	3.13	0.38	3.20	0.39	3.2	0.39	3.6	0.44
	S2	0.13	3.33	0.43	2.30	0.30	1.7	0.22	3.6	0.47
	S3	0.13	3.44	0.46	2.70	0.36	3.9	0.52	3.4	0.46
	S4	0.12	3.19	0.40	1.40	0.17	2.4	0.30	2.4	0.30

	S5	0.12	3.14	0.38	3.80	0.46	3.4	0.41	2.9	0.35
	S6	0.13	3.28	0.42	1.70	0.22	3.8	0.49	3.9	0.50
	S7	0.12	3.16	0.39	3.90	0.48	3.5	0.43	2.3	0.28
	S8	0.12	3.03	0.36	2.90	0.34	3.1	0.37	3.9	0.46
Weakness	W1	0.33	1.95	0.64	3.80	1.24	2.4	0.78	3.2	1.05
	W2	0.33	1.98	0.66	2.20	0.73	1.6	0.53	1.9	0.63
	W3	0.34	2.03	0.69	1.60	0.54	1.8	0.61	2.6	0.88
Opportunity	O1	0.20	3.27	0.66	3.80	0.77	3.5	0.71	3.9	0.79
	O2	0.20	3.22	0.64	1.20	0.24	3.7	0.74	1.3	0.26
	O3	0.20	3.25	0.66	1.60	0.32	2.2	0.44	1.5	0.30
	O4	0.19	3.13	0.61	3.10	0.60	2.2	0.43	3.1	0.60
	O5	0.20	3.22	0.64	1.50	0.30	1.9	0.38	3.6	0.72
Threat	T1	0.50	2.45	1.23	3.10	1.55	3.5	1.75	1.7	0.85
	T2	0.50	2.45	1.23	1.70	0.85	3.8	1.90	1.1	0.55
Total Skor TAS			10.87	9.88	11.41	9.89				

Based on the QSPM calculation in the table above, it shows that alternative strategy III: being active in promoting BBPP training programs for prospective participants from various agricultural backgrounds and expanding partnerships with relevant organizations, has a higher score of 11.41 compared to other alternative strategies.

CONCLUSION

The last two sections of this report provide conclusions and recommendations regarding the development strategy of the Balai Besar Pelatihan Pertanian (BBPP). The conclusion presents the results of the IFAS and EFAS, yielding several alternative strategies as follows: (a) Developing the unique competencies and advantages of the BBPP in training and developing human resources (HR) in the agricultural sector; (b) Developing training programs that are responsive to the needs of the agricultural sector, including the introduction of modern agricultural technology, natural resource management, and sustainable innovation; (c) Being active in promoting BBPP training programs to prospective participants from various agricultural backgrounds and expanding partnerships with relevant organizations; and (d) Establishing a strong monitoring and evaluation system to measure the impact and effectiveness of training programs and to improve strategies based on received feedback. The QSPM results show that the third alternative strategy, namely being active in promoting BBPP training programs to prospective participants from various agricultural backgrounds and expanding partnerships with relevant organizations, has a higher score of 11.41 compared to other alternative strategies.

In the recommendation section, it is suggested that development programs incorporate various aspects such as objectives, content, methods, schedules, budgets, and performance evaluations. Additionally, agricultural employees are also expected to have practical skills relevant to field tasks, such as planting, crop maintenance, the use of agricultural tools, and farm management.

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