



Human Resource Development Analysis Using SOAR Analysis and QSPM Analysis (Case Study at CV. Mustika Digdaya)

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ABSTRACT

The purpose of this research is to explain the process of training and developing human resources at the Fan Sate soy sauce factory in Probolinggo Regency. The sources of information in this study were factory owners and workers. The methods used in this study are qualitative-descriptive methods using data collection techniques in the form of observation, interviews, transportation, and documentation. The analysis results found that the Fan Sate soy sauce factory applied several methods in employee training, such as learning methods, work instruction training, and work training. As for employee development, the Fan Sate soy sauce factory uses job rotation and training methods. The research uses SOAR (Strengths, Opportunities, Aspirations, Results) and QSPM (Quantitative Strategic Planning Matrix) analysis. The development of mentorship or coaching programs has become an important strategy in improving the leadership and skills of employees in various organizations. Through mentorship or coaching relationships, employees get insights and feedback directly from an experienced mentor or coach, which can accelerate their learning process and improve their performance. Thus, the program is not only beneficial to the individuals involved but also has a positive impact on the entire organization.

1. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are business entities run by individuals to advance the economy, both for themselves, for others, and for the government. [1], [2]. MSMEs currently play a vital role in the economy because they can introduce the region through the various products they produce, ranging from local products to products exported abroad, and even recycled products. [3]. Regional governments, such as Central Sulawesi Province, especially Palu City, really appreciate the contribution of MSMEs in creating local products, because this has a positive impact on the region. [4]. MSMEs can also assist the government in carrying out work programs for various related agencies and in increasing regional income through levies. [5].

MSMEs are very important, especially in reducing unemployment and overcoming poverty [6]. MSMEs can absorb local workers, which in turn can significantly empower society [7]. Entrepreneurship has an important role in economic growth in various countries, including developing Indonesia [8]. Entrepreneurs are individuals who are willing to take risks in uncertain situations and have the ideas and initiative to make decisions in establishing new businesses, both on a small and large scale, to make a profit [9]. Entrepreneurs have the task of creating new businesses by facing risk and uncertainty and identifying significant opportunities and the necessary resources [10]. The success of an entrepreneur cannot be separated from the role of human resources (HR) [10]. As stated by Siagian (1996), non-human resources will not have much value without good human management [11].

Human resource management is very important because human resources play a crucial role in the processing of raw materials into finished or semi-finished products. [11]. The higher the quality of human resources, the more effective and efficient the results obtained by the company [12]. Human resources must be able to significantly improve the quality and productivity of work, so that the quality and productivity of human resources can be improved through appropriate training and development. [13]. In Indonesia, one of the food crop commodities being developed is soybeans. Soybeans themselves are one of the various agricultural products that are in demand and needed by the Indonesian people, both as human food, animal feed, and industrial raw materials. [14].

The result of soybean processing that is increasingly developing in Indonesia and is liked by the public is soy sauce, sweet soy sauce is one of Indonesia's natural food products that is widely used to improve the taste of food, produced through a fermentation process, experiencing rapid growth and becoming increasingly popular in Indonesian society. In almost every big city in Indonesia, especially on the island of Java, there are many sweet soy sauce factories. [15] Various brands of sweet soy sauce are easily available on the market. To keep up with this large market demand, entrepreneurs continue to strive to develop their businesses. There are many soy sauce companies developing in Indonesia, and in intense competition, company owners are encouraged to innovate their products to attract the market. [16]. Soy sauce product development includes aspects of packaging, price, taste variations, and nutritional value. Various types of packaging, such as glass bottles (medium and large sizes), plastic bottles, and sachets, are offered to meet consumer needs. [16].

Researchers chose a company in the form of a factory called the Kipas Satay Soy Sauce Factory. CV Mustika Digdaya is a company that produces various types of soy sauce in Probolinggo Regency. Fan Site Soy sauce is a mandatory spice in cooking. The texture of soy sauce, which is not as thick as soy sauce in general and tends to be runny, is one of the secrets of the unique sweet taste of satay soy sauce, which differentiates it from many soy sauces on the market. The soy sauces produced include sweet thick soy sauce, regular soy sauce, spicy soy sauce, salty soy sauce, and rantang soy sauce. Kipas Satay Kecap has now been able to penetrate the European market, including the Netherlands, Germany, and Belgium. Researchers are interested in researching because, amidst the intense competition in the soy sauce industry in Indonesia, the Sate Kipas Soy Sauce Factory remains stable and running to this day. This success cannot be separated from the active role of Human Resources (HR) in the factory, because HR is considered an important asset for the company. In the process of business growth and development, it is important to enrich human resources both in terms of quality and quantity, to achieve the company's vision and mission, which then becomes a competitive advantage and supports the company's development. The objectives of this research include analyzing the field of employee specifications and appropriate strategies using the SOAR (Strengths, Opportunities, Aspirations, Results) and Quantitative Strategic Planning Matrix (QSPM) methods. The SOAR method is used to understand the internal and external conditions of the company, as well as to identify opportunities for HR development, so that later a strategy formulation can be obtained that utilizes internal strengths and external opportunities to achieve the company's aspirations and produce a positive impact on HR and the organization as a whole. [17]. The QSPM method itself is used to evaluate and select the most effective alternative strategies based on the weight and attractiveness score of each strategy, where the QSPM method will be focused on evaluating HR development strategies such as mentorship programs, improving employee skills, and increasing job satisfaction. [18].

2. RESEARCH METHOD

This research uses a qualitative-descriptive approach to understand in depth the human resource development process at CV. Mustika Digdaya. This approach was chosen because it allows in-depth analysis of HR management strategies based on actual conditions in the field. The analysis was carried out using SOAR (Strengths, Opportunities, Aspirations, Results), QSPM (Quantitative Strategic Planning Matrix), and Delphi methods to identify internal strengths and external opportunities that can be utilized to develop human resources in the company.

The data in this research were obtained through the following data collection techniques:

- 1) Observation: Carried out in a non-participatory manner to understand employee work dynamics and the HR management system implemented in the company.
- 2) Interviews: Conducted with CV owners, managers, and employees. Mustika Digdaya to obtain information regarding HR development strategies, obstacles faced, and the effectiveness of ongoing training programs.
- 3) Documentation: Includes collecting data from company documents related to employee training, organizational structure, and HR performance reports.
- 4) Delphi Method: Used to obtain consensus from experts in determining the best strategy for HR development by collecting their opinions through several rounds of questionnaires.

Data analysis was carried out in several stages as follows:

- 1) SOAR Analysis

- a) Identify the company's strengths in HR management, such as ongoing training programs and a solid work culture.
 - b) Analyze external opportunities that can be utilized, such as the use of technology in training and incentives for employees.
 - c) Determine the Aspirations that the company wants to achieve in HR development.
 - d) Measuring the expected results of the implemented strategy.
- 2) QSPM analysis
- a) Assess the level of attractiveness of each alternative HR development strategy based on the weight and attractiveness score.
 - b) Prioritize the best strategy based on Total Attractiveness Score (TAS) to ensure implementation effectiveness.
- 3) Delphi Method
- a) Using several rounds of discussions and questionnaires to gain consensus from experts in the HR field.
 - b) Verify the results obtained with QSPM analysis to ensure the chosen strategy has an optimal level of attractiveness.

To ensure the validity and reliability of the data, this research uses the source triangulation method by comparing the results of observations, interviews, documentation, and the results of the Delphi method. Apart from that, discussions with experts and management were also held to confirm the research findings

3. RESULT AND DISCUSSION

3.1. SOAR Matrix

SOAR (Strengths, Opportunities, Aspirations, and Results) analysis of human resource (HR) development at soy sauce factories can provide a better understanding of the condition of the company's human resources and opportunities for further development. The following is the potential for SOAR analysis for developing human resources in soy sauce factories, which was obtained directly from experts in the HR field, as in Table 1:

Table 1. SOAR Matrix Table

	Strength (S)	Opportunities (O)
	<ol style="list-style-type: none"> 1. Employees who have proven knowledge and skills in the keep-making process 2. Solid work culture and high commitment from employees to the company. 3. Existing training and development programs to increase employee skills and knowledge. 4. An effective performance management system to provide feedback and appreciation to employees who excel. 	<ol style="list-style-type: none"> 1. Opportunities to improve employee skills in the latest production technology to increase efficiency and quality. 2. Opportunities to develop reward and incentive programs that can increase employee motivation and loyalty. 3. The potential to utilize digital technology in employee learning and development to increase training efficiency and accessibility.
Aspiration (A)	Strategy SA	Strategy OA
<ol style="list-style-type: none"> 1. Become a recognized workplace with attractive career development opportunities for employees. 2. Create a sustainable culture where employees feel supported to continue improving their skills and knowledge. 3. Develop strong leadership among employees to encourage collaborative innovation. 	<ol style="list-style-type: none"> 1. A training and development program has been proven effective in improving employee skills (S3, A2). 2. Become a leader in soy sauce manufacturing technology innovation (S4, A3). 3. Employees are knowledgeable and committed, so they are more recognized in the work environment (S1, S2, A1) 	<ol style="list-style-type: none"> 1. Becoming a workplace that is recognized through awards obtained and desired by professionals in the soy sauce industry, by expanding the labor market and new talents through offering attractive incentive packages, companies can take advantage of this aspiration while taking advantage of available external opportunities (O2, A1). 2. Improve employee skills in the workplace (O3, A2). 3. Supports improving employee performance, which has the potential to increase their work potential (O3, A2).
Result (R)	Strategy SR	Strategy OR

1. Increasing employee productivity and quality of work is the result of investment in training and development.	1. Increased product quality and operational efficiency because employees have updated skills and knowledge (S1, S3, R1).	1. Increased job satisfaction and employee loyalty as a result of the company's attention to HR development (O2, R1).
2. Increased retention of high-quality employees and reduced turnover.	2. Increase job satisfaction and employee loyalty (S2, R2).	2. Develop mentoring and training programs to improve employee leadership and managerial skills (O1, O3, R2, R3).
3. More engaged and dedicated employees, who contribute to the company's long-term growth and success.	3. Giving awards to employees who excel will increase the company's success (S4, R4).	

3.1.1. Strategy SA (Strength-Aspiration)

Based on research that has been conducted using company leadership interview techniques, it was found that the strategy for developing the Kipas Sate Soy Sauce Factory based on the SA strategy is the existence of a training and development program that has proven effective in improving employee skills, and becoming a leader in technological innovation in making soy sauce.

3.1.2. Strategy SR (Strength-Result)

Based on research conducted using interview techniques, it was found that the strategy for developing the Kipas Sate Soy Sauce Factory was based on the SR strategy, namely increasing product quality and operational efficiency because employees have updated skills and knowledge, and increasing job satisfaction and employee loyalty.

3.1.3. Strategy OA (Opportunity-Aspiration)

Based on research conducted using interview techniques, it was found that the strategy for developing the Kipas Sate Soy Sauce Factory using the OA strategy was to become a workplace that was recognized and desired by professionals in the soy sauce industry. By expanding the labor market and attracting new talent through offering attractive incentive packages, companies can achieve these aspirations while taking advantage of available external opportunities.

3.1.4. Strategy OR (Opportunity-Result)

Based on research conducted using interview techniques, it was found that the strategy for developing the Kipas Sate Soy Sauce Factory was based on the OR strategy, namely increasing job satisfaction and employee loyalty as a result of the company's attention to human resource development, and developing mentorship or coaching programs to improve employee leadership and managerial skills.

3.2. MatriX IFE dan Matrix EFE

The data collection stage for the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices was taken using the Delphi method, where this method research technique uses qualitative data which is used to reach a consensus between experts and experts (HR field) through a series of questionnaires given in several rounds. This method is often used in forecasting, decision-making, and policy analysis.[19].

3.2.1. Internal Faktor Evaluation (IFE)

The Internal Factor Evaluation (IFE) Matrix is used to determine the weight and rating of each internal factor, as in Table 2:

Table 2. IFE Matrix

IFE					
No.	Internal Factors	Significance	Weight	Ratings	Skor
Strength					
1	Employees who have proven knowledge and skills in the soy sauce-making process.	4	0,143	3	0,43
2	Solid work culture and high commitment from employees to the company.	5	0,179	4	0,71
3	Existing training and development programs aim to improve employee skills and knowledge.	4	0,143	3	0,43
4	An effective performance management system provides feedback and rewards to employees who excel.	4	0,143	3	0,43
Total Strength					2
Opportunity					
1	Opportunities to upskill employees in the latest production technologies to improve efficiency and quality.	4	0,143	3	0,43

2	Opportunities to develop reward and incentive programs that can increase employee motivation and loyalty.	3	0,107	4	0,43
3	The potential to utilize digital technology in employee learning and development to increase training efficiency and accessibility.	4	0,143	5	0,71
Total Opportunity					1,57
TOTAL IFE					3,57

Based on the results of the IFE Matrix with a total score of 3.57, it can be interpreted that the Kipas Sate Soy Sauce Factory has quite good internal strength in managing and developing human resources. The main supporting factors are a solid work culture and the training and development programs that have been implemented. In addition, opportunities to utilize digital technology can further increase the effectiveness of employee learning and skills. Therefore, the HR development strategy in this company should be focused on optimizing training programs, improving the performance management system, and utilizing technology in the learning process so that employee performance is maximized and has a positive impact on company productivity.

3.2.2. External Faktor Evaluation (IFE)

The External Factor Evaluation (EFE) Matrix is used to determine the weight and rating of each internal factor, as in Table 3:

Table 3. EFE Matrix

EFE					
No.	External Factors	Significance	Weight	Ratings	Skor
Aspiration					
1	Employees who have proven knowledge and skills in the soy sauce-making process.	4	0,143	3	0,43
2	Solid work culture and high commitment from employees to the company.	5	0,179	4	0,71
3	Existing training and development programs aim to improve employee skills and knowledge.	4	0,143	3	0,43
4	An effective performance management system provides feedback and rewards to employees who excel.	4	0,143	3	0,43
Total Aspiration Result					2
Opportunities					
1	Opportunities to upskill employees in the latest production technologies to improve efficiency and quality.	4	0,143	3	0,43
2	Opportunities to develop reward and incentive programs that can increase employee motivation and loyalty.	3	0,107	4	0,43
3	The potential to utilize digital technology in employee learning and development to increase training efficiency and accessibility.	4	0,143	5	0,71
Total Result					1,57
TOTAL EFE					3,57

Based on the results of the EFE Matrix with a total score of 3.28, it can be interpreted that the Kipas Sate Soy Sauce Factory can respond quite well to external factors in developing human resources. The most influential external factors are the creation of a culture of continuous learning and increasing the retention of high-quality employees, each of which has a high weight and score.

With this score, the company is in a fairly strong position to face external challenges and take advantage of existing opportunities. Therefore, strategies that can be implemented are strengthening technology-based training programs, improving reward systems to retain quality employees, and encouraging leadership and collaboration among employees so that companies remain competitive in the soy sauce industry.

3.3. Quantitative Strategic Planning Matrix (QSPM)

3.3.1. QSPM calculation

The Quantitative Strategic Planning Matrix (QSPM) technique is designed to determine the attractiveness of each development strategy that has been prepared. QSPM produces a weighted AS value (Attractiveness Score) to evaluate and select alternative strategies that can be carried out comprehensively. The results of the QSPM matrix calculation can be seen in the tabulation in Table 4:

Table 4. QSPM matrix calculation

Nomor	Factor	Result	Information
1	Strength	<p>Employees who have skills and knowledge in the soy sauce production process (TAS = 0.43)</p> <p>Solid work culture and high commitment from employees to the company (TAS = 0.71)</p> <p>Employee training and development programs (TAS = 0.43)</p> <p>Effective performance management system (TAS = 0.43)</p>	<p>This factor has an important role in supporting human resource development, but its level of attractiveness is not too high compared to other factors.</p> <p>This factor has a high weight and rating, indicating that a good work culture contributes greatly to the success of HR development strategies.</p> <p>This factor shows that employee training is an important element, although not yet a major factor in the attractiveness of the strategy.</p> <p>With this system, employees have the opportunity to get good feedback and appreciation, thereby increasing work motivation.</p>
2	Opportunity	<p>Opportunities to improve employee skills in the latest production technologies (TAS = 0.43)</p> <p>Opportunities to develop reward and incentive programs (TAS = 0.43)</p> <p>Potential use of digital technology in learning and human resource development (TAS = 0.72)</p>	<p>Improving technology skills is a good opportunity to increase the company's operational efficiency.</p> <p>This factor shows that providing incentives can be a big attraction for employees and can increase motivation and loyalty.</p> <p>This is one of the factors with the highest traction, indicating that digitalization of training can have a significant impact on increasing employee productivity and efficiency.</p>
3	Aspiration	<p>Creating a culture of continuous learning (TAS = 0.80)</p> <p>Developing strong leadership among employees (TAS = 0.48)</p>	<p>This factor has a high score, indicating that the company wants to be a workplace that encourages continuous improvement of skills and knowledge.</p> <p>This factor supports company sustainability by ensuring the cadre of leaders within the organization.</p>
4	Result	<p>Increased employee productivity and quality of work as a result of investment in training and development (TAS = 0.48)</p> <p>Increased retention of high-quality employees and reduced turnover (TAS = 0.80)</p> <p>More engaged and dedicated employees (TAS = 0.48)</p>	<p>This factor shows that effective training can have a direct impact on increasing employee productivity.</p> <p>One of the most important factors shows that with the right strategy, companies can reduce employee turnover rates and maintain a quality workforce.</p> <p>This factor shows that employee engagement has a major impact on a company's growth and success.</p>
5	TAS Ranking	<p>Develop mentorship or coaching programs to improve employee leadership and managerial skills (TAS = 2.43)</p> <p>Employees are knowledgeable and committed, so they are more recognized in the work environment (TAS = 1.94)</p> <p>Increased job satisfaction and employee loyalty (TAS = 1.51)</p> <p>Improved product quality and operational efficiency (TAS = 1.34)</p> <p>Become a recognized and desired workplace for professionals in the soy sauce industry (TAS = 1.23)</p>	<p>This strategy is a top priority because it has the highest appeal and is relevant to long-term HR development.</p> <p>This strategy supports the recognition and appreciation of employees who already have high skills.</p> <p>Job satisfaction factors are important for creating a stable and productive work environment.</p> <p>This strategy focuses on the influence of employee skills on production results.</p> <p>Branding a company as a good place to work can help attract quality workers.</p>

3.3.2. TAS value ranking

After obtaining the results of calculating the Total Attractiveness Score (TAS) value, the TAS value ranking is then carried out from largest to smallest, as in Table 5.

Table 5. TAS Value Ranking

TAS Value Ranking			
Rank	Strategy Alternatives	Strategy No.	TAS Value
1	Develop mentorship or coaching programs to improve employee leadership and managerial skills.	11	2,43
2	Employees are knowledgeable and committed, so they are more recognized in the work environment	3	1,94
3	Increased job satisfaction and employee loyalty	8	1,51
4	Improved product quality and operational efficiency as employees have updated skills and knowledge	7	1,34
5	Become a workplace that is recognized through awards that are received and desired by professionals in the soy sauce industry. By expanding the labor market and attracting new talent through offering attractive incentive packages, companies can achieve these aspirations while taking advantage of available external opportunities.	4	1,23
6	Supporting employee performance improvement, which has the potential to increase employee effectiveness	6	1,15
7	To be a leader in technological innovation in soy sauce manufacturing	2	0,92
8	Increased employee skills at work	5	0,91
9	By giving awards to employees who excel, the company's success will increase	9	0,91
10	Increased job satisfaction and employee loyalty as a result of the company's attention to HR development	10	0,72
11	There are training and development programs that have been proven effective in improving employee skills	1	0,67

Based on the results of the QSPM analysis, the main strategy that must be implemented by the Kipas Sate Soy Sauce Factory is to develop a mentorship or coaching program to improve employee leadership and skills, because it has the highest attraction. Apart from that, companies must also focus on technology-based skills improvement programs, developing a culture of continuous learning, as well as a reward system for employees who excel. By implementing these strategies, companies can increase employee retention, operational efficiency, and competitiveness in the soy sauce industry.

3.4. Discussion

Based on SOAR analysis (Strengths, Opportunities, Aspirations, Results), this research identifies several internal strengths and external opportunities that can be utilized by CV. Mustika Digdaya in developing human resources (HR). The company's internal strengths include a solid work culture, effective training programs, and employees who have knowledge and skills in the soy sauce production process. On the other hand, the external opportunities identified are the use of the latest production technology, the development of reward and incentive programs, and the use of digital technology in employee training. By leveraging these strengths and opportunities, the company can achieve its aspiration to become a recognized and desired workplace for professionals in the soy sauce industry, while improving product quality and operational efficiency.

Furthermore, through QSPM (Quantitative Strategic Planning Matrix) analysis, this research evaluates several alternative strategies for human resource development. The results of the analysis show that the strategy of developing a mentorship or coaching program to improve employee leadership and managerial skills is the best strategy with the highest Total Attractiveness Score (TAS), namely 2.43. This strategy is considered very effective in accelerating the learning process and developing employee skills, which will ultimately improve individual and organizational performance as a whole. Apart from that, other strategies such as increasing job satisfaction and employee loyalty, as well as improving product quality through technology-based training, also have quite high TAS scores. The

implementation of these strategies is expected to create a more productive and sustainable work environment, as well as support the company's long-term growth.

4. CONCLUSION

Based on the results of research that has been carried out, it can be concluded that the development of human resources (HR) at CV. Mustika Digdaya, especially at the Kipas Sate Soy Sauce Factory, requires special attention to improving the quality and skills of employees. SOAR (Strengths, Opportunities, Aspirations, Results) analysis shows that the company has internal strengths such as a solid work culture, effective training programs, and employees who are knowledgeable in the production process. However, there are still opportunities to utilize the latest production technology and develop mentorship or coaching programs to improve employee leadership and managerial skills. By taking advantage of this opportunity, the company can achieve its aspiration to become a recognized and desired workplace for professionals in the soy sauce industry.

Furthermore, through QSPM (Quantitative Strategic Planning Matrix) analysis, this research succeeded in identifying the most effective HR development strategy. The strategy of developing mentorship or coaching programs to improve employee leadership and managerial skills is considered the best strategy with the highest Total Attractiveness Score (TAS) value (2.43). Apart from that, other strategies such as increasing job satisfaction and employee loyalty, as well as improving product quality and operational efficiency, are also considered important to support company growth. By implementing these strategies, companies can not only improve the quality of human resources but also create a more productive and sustainable work environment, thereby supporting the achievement of the company's vision and mission in the long term.

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