

The Role of Strategic Human Resource Management in Realizing the Good Governance-Based Organizational Vision at CV.

Monopolis Sakha Dewa

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ABSTRACT

This study aims to analyze the implementation of the HR strategy in supporting the achievement of the company's vision. The research method uses a qualitative approach with data collection techniques through in-depth interviews, participant observation, and documentation studies of leaders, HR managers, heads of production, and employees. The results of the study indicate that training is the most dominant HR function and influences the improvement of employee competence, discipline, and work productivity. The training program is carried out through on-the-job training and an effective mentoring system that reduces operational errors by 10–15% and increases average egg production to 380 kg per day. Theoretically, these findings strengthen Human Capital Theory (Becker, 1993), Strategic Human Resource Management (SHRM) (Wright & McMahan, 2011), and High Performance Work System (HPWS) (Becker & Huselid, 1998), which emphasize that the integration of HR strategy and good governance improves organizational performance and competitiveness. This study recommends strengthening the performance-based training evaluation system, digitizing HR administration, and developing formal training SOPs to ensure the sustainability of Good Governance principles in achieving the vision of the laying hen agribusiness company

INTRODUCTION

The agribusiness industry is a key pillar of national economic development, particularly in the livestock sector, which plays a strategic role in providing animal protein sources and creating jobs for rural communities. One important subsector within this industry is laying hen farming, which is a major contributor to the supply of consumer eggs in Indonesia. According to a report from the Directorate General of Animal Husbandry and Animal Health (2023), national egg production increased by an average of 5.3% per year, with the laying hen subsector contributing 71% to total national poultry production. This growth signifies significant economic opportunities, but also presents new challenges in the form of intense competition, fluctuating feed prices, and dependence on the efficiency of internal company management.

In this context, human resource (HRM) management is a fundamental factor in maintaining the continuity and effectiveness of company operations. Dessler (2020) emphasized that HRM is a strategic asset that cannot be replaced by technology, as human involvement directly determines the quality of work results, operational stability, and the organization's ability to achieve its vision. This opinion aligns with Werther and Davis (1996), who stated that HRM encompasses the entire process of planning, organizing, directing, and controlling the workforce to achieve organizational goals effectively and efficiently.

CV. Monopolis Sakha Dewa, an egg-laying chicken farm in Cirebon Regency, is an example of an agribusiness entity that is optimizing the role of human resources to support its vision of becoming a high-quality egg producer with high efficiency and business sustainability. Based on field observations conducted by researchers in 2024, the company manages approximately 8,000 active egg-laying hens with a daily production capacity of 350–400 kilograms of eggs. This stable production is greatly influenced by the skills, discipline, and coordination of the workforce involved in egg rearing, feeding, collection, and distribution. However, interviews with management and staff revealed several challenges in implementing human resource management. The company has 15 active employees, but only four of them have more than five years of experience in egg-laying chicken farming. The recruitment system is still informal, with priority given to local workers without an in-depth competency needs analysis. Furthermore, job rotation is not standardized, and performance assessments are still subjectively conducted by management without a standardized documentation system or evaluation indicators. This condition has an impact on workload imbalance and the potential for decreased productivity, especially during peak production periods.

Despite these limitations, CV. Monopolis Sakha Dewa has demonstrated concrete efforts to improve competency through internal technical training focused on chicken handling, feed management, cage sanitation, and disease control. The training program, implemented in early 2024, reportedly reduced operational error rates by 12% and increased daily egg collection efficiency by 8%. This data demonstrates the critical role of training as an HR strategy that directly contributes to achieving the company's vision.

Conceptually, Armstrong and Taylor (2021) define human resource management (HRM) as a strategic and coherent approach to managing an organization's most valuable asset: the people who work within it and contribute to the achievement of organizational goals. In the context of an agribusiness organization like CV. Monopolis Sakha Dewa, HRM functions include workforce planning, recruitment, training, development, performance appraisal, and compensation. Each of these functions is interconnected and forms an integrated management system to create work efficiency, high motivation, and a results-oriented approach. The concept of strategic human resource management (SHRM) as proposed by Wright and McMahan (2011) emphasizes that the success of HRM implementation depends not only on administrative policies but also on the alignment of HR strategies with the company's vision, mission, and long-term goals. In the context of CV. Monopolis Sakha Dewa, the HRM management strategy is aimed at ensuring that each employee understands their role and responsibilities in supporting the company's vision of becoming an efficient and highly competitive leading egg producer.

Furthermore, Becker and Huselid (1998) introduced the concept of a high-performance work system (HPWS), which is a set of HRM practices synergistically designed to increase employee productivity, commitment, and innovation. HPWS implementation can include ongoing training, a performance-based evaluation system, and performance-based incentives. In the context of this research, the HPWS pattern is evident in the company's efforts to provide routine technical training and rewards for high-performing employees, although this has not yet been formalized in a written system.

Various previous studies have shown that HRM implementation plays a significant role in improving organizational performance in the agribusiness sector. Hendri (2019) found that continuous training and work supervision positively impacted the productivity of laying hen farmers in East Java. Purba and Sendow (2021) concluded that motivational coaching and a planned performance evaluation system can increase labor efficiency by up to 15% in a poultry farm in North Sulawesi. Another study by Tamba et al. (2022) confirmed that results-based compensation practices and a structured job rotation system can reduce absenteeism and increase work morale among laying hen farmers in North Sumatra. Meanwhile, Nuraeni and Rachman (2020) showed that employee engagement and a strong organizational culture positively influence an agribusiness company's ability to achieve its vision and targets. When compared to the observation results at CV. Monopolis Sakha Dewa, these studies demonstrate high relevance. The company has adopted some HRM practices oriented towards improving competency, although they still require strengthening in terms of formality, documentation, and the performance evaluation system. This shows that there is a gap (research gap) between strategic HR management theory and actual implementation in medium-scale companies in the agribusiness sector.

From the theoretical and empirical descriptions above, it can be identified that there are gaps in the implementation of HR management in medium-scale agribusiness companies, particularly in the aspects of workforce planning, performance evaluation, and competency development. Many companies,

including CV. Monopolis Sakha Dewa, have implemented HR practices intuitively and traditionally without a documented and measurable system. This has resulted in a lack of consistency in the implementation of management functions and low effectiveness in monitoring the achievement of the company's vision.

Based on these conditions, this study has two main objectives. First, to analyze the implementation of human resource management at CV. Monopolis Sakha Dewa, which includes workforce planning, recruitment, training, performance appraisal, and compensation systems.

Second, to assess the extent to which the implementation of these HRM functions contributes to the achievement of the company's vision as a leading, competitive egg producer through work efficiency and professionalism. Furthermore, this study contributes to enriching the literature on the integration of HRM and business strategy in the medium-scale agribusiness sector, particularly in the context of laying hen farming. Practically, the results of this study are expected to serve as a reference for companies in designing more structured, competency-based HRM policies and supporting business sustainability by increasing productivity and the quality of human resources.

LITERATURE REVIEW

Human resource management (HRM) is a strategic approach to managing individuals within an organization to optimally contribute to achieving company goals. Dessler (2020) defines HRM as a set of policies and practices designed to maximize employee productivity and well-being through effective management across all stages of the work cycle. Similarly, Rivai (2018) states that HRM acts as a link between an organization's needs and its human potential, thus ensuring that HRM management is not merely administrative but also strategic. The five main functions of HRM—workforce planning, recruitment and selection, training and development, performance appraisal, and compensation—form an interconnected system to create long-term efficiency and productivity (Hasibuan, 2019).

Integration between HR functions is key to creating effective human resource governance. Each stage supports the others; for example, successful recruitment determines the effectiveness of training, while clear performance assessments form the basis for a fair compensation system. These principles align with the values of good governance, which emphasize accountability, transparency, participation, and fairness in every decision-making process (OECD, 2015). According to Effendi (2016), the implementation of good governance in HR management can increase trust between organizational levels and create a work culture of integrity. Therefore, an HR system oriented towards good governance not only ensures managerial efficiency but also strengthens the organization's legitimacy in the eyes of employees and stakeholders.

One of the HR functions that plays a significant role in improving organizational performance is human resource training and development. Armstrong (2020) explains that training is a strategic investment for organizations because it improves technical skills, adaptability, and employee readiness to face changes in the work environment. Commonly used training

models, such as ADDIE (Analysis, Design, Development, Implementation, Evaluation), help organizations ensure that training is structured based on needs analysis and systematically evaluated to produce a tangible impact on performance. Furthermore, Kirkpatrick (1998) , through his four-level model of training evaluation, emphasizes the importance of measuring training outcomes not only in terms of participant satisfaction but also in terms of behavioral changes and contributions to organizational outcomes.

The relationship between training and employee performance can be explained through the Human Capital Theory proposed by Becker (1993) . This theory assumes that education and training increase an individual's economic value by producing new skills, knowledge, and abilities that directly impact productivity. According to Swanson and Holton (2001) , effective training not only improves technical competence but also strengthens commitment and loyalty to the organization. Therefore, investment in HR training not only impacts short-term efficiency but also serves as strategic capital for the organization's future sustainability.

Furthermore, the relationship between HR policies and organizational strategy is explained in the concept of Strategic Human Resource Management (SHRM) . According to Schuler and Jackson (2008) and Wright and McMahan (2011) , SHRM emphasizes the importance of alignment between HR strategies and business objectives so that all organizational functions move in the same direction. SHRM implementation enables organizations to transform human resources into strategic assets by establishing a productive work culture, a results-based appraisal system, and employee empowerment in the decision-making process. Holbeche (2009) emphasized that SHRM makes HR a strategic partner in business planning, not merely an implementer of administrative policies. Therefore, the success of SHRM implementation can be measured by the extent to which HR policies support the company's key performance indicators such as productivity, quality, and innovation (Purcell et al., 2009).

The link between SHRM and organizational performance is strengthened by the concept of a High Performance Work System (HPWS) . Becker and Huselid (1998) describe HPWS as a set of HR practices designed to simultaneously enhance employee ability , motivation , and opportunity . The AMO model developed by Boxall and Purcell (2003) explains that high performance will be achieved if employees have adequate competencies, strong motivational drives, and opportunities to contribute to the work process. In its application, HPWS emphasizes competency-based selection practices, ongoing training, an objective performance evaluation system, and results-based compensation. This combination of practices encourages the creation of a collaborative work environment that fosters a sense of responsibility and innovation, resulting in sustainable productivity.

Performance improvements resulting from the integration of SHRM and HPWS will be meaningful if they are directed toward achieving the organization's vision. A vision is an idealized picture of what the organization aspires to achieve in the future and serves as a strategic guide for all operational activities (Robbins & Coulter, 2012). A mission, on the other hand, outlines the concrete steps that must be taken to realize that vision. Schein (2010) emphasized

that the success of achieving an organization's vision depends heavily on management's ability to instill cultural values that support work behavior aligned with strategic objectives. Similarly, Mathis and Jackson (2016) argued that effective HR policies must be designed to strengthen employee motivation, engagement, and loyalty to the organization's vision. Therefore, every function in HR management, from recruitment to performance appraisal, plays a crucial role in aligning individual and organizational goals.

METHODOLOGY

This study uses a qualitative approach with descriptive methods to analyze the implementation of human resource management (HRM) in supporting the achievement of the vision of the laying hen company at CV. Monopolis Sakha Dewa. Data were collected through in-depth interviews, participant observation, and documentation studies of leaders, managers, and employees directly involved in training and HRM management activities. Purposive sampling technique was used to determine relevant informants, while data were analyzed using the interactive model of Miles, Huberman, and Saldana (2014) through the stages of reduction, presentation, and conclusion drawing. Data validity was tested using triangulation of sources and methods, as well as four qualitative validity criteria according to Lincoln and Guba (1985), namely credibility, transferability, dependability, and confirmability. The research location is at CV. Monopolis Sakha Dewa, Sumedang, West Java, with a focus on the implementation of Good Governance principles in HRM functions including workforce planning, training, performance evaluation, and compensation to improve employee competence, motivation, and performance that contribute to the achievement of the company's vision.

RESULTS AND DISCUSSION

The results of the study indicate that the implementation of human resource management (HRM) at CV. Monopolis Sakha Dewa has had a significant impact on improving work efficiency, discipline, and employee behavioral alignment with the organization's vision. Based on interviews, observations, and documentation, training is the most dominant HRM function in supporting increased competence and productivity. The training process is carried out directly in the work area through on-the-job training and mentoring mechanisms by senior employees, with a focus on feed management, cage sanitation, and handling sick chickens. The documentation results show that after routine training, the operational error rate decreased by 10–15%, and daily productivity increased from an average of 340 kg to 380 kg of eggs per day. These changes indicate that the training has successfully created increased skills and efficiency in accordance with the principles of Human Capital Theory (Becker, 1993), where employee knowledge and skills function as economic capital that strengthens the organization's competitiveness.

In terms of work behavior, interview results indicated an increased sense of responsibility, time discipline, and inter-divisional cooperation skills. Employees stated that hands-on training helped them understand operational standards and increased their confidence in their work. This condition is in line

with the High Performance Work System (HPWS) model (Becker & Huselid, 1998), where training practices, participation, and open communication form a synergy between ability , motivation , and opportunity (AMO). Employees gain technical skills (ability) through training, are motivated (motivation) by being involved in formulating work solutions, and gain opportunities (opportunity) through cross-department rotation. The combination of these three elements has been shown to increase work effectiveness and commitment to production targets.

Good Governance values such as accountability and transparency. Every training and weekly meeting is documented in the form of attendance reports, activity lists, and evaluation minutes. Although no digital system is yet in place, the company strives to maintain information transparency and involve employees in the decision-making process. Observations show that work practices based on shared responsibility have reduced inter-departmental conflict and strengthened coordination. These principles reflect the application of Good Governance in HRM as proposed by Dessler (2020) and the OECD (2015) , which emphasize the importance of transparency and participation in building an efficient and integrated organization.

Based on HR documentation, there is no formal evaluation standard that integrates training and performance appraisals, so the impact of training on organizational outcomes has not been systematically measured. Evaluations are still conducted informally in weekly meetings without specific instruments. Based on Kirkpatrick's (1998) model , the company's training has reached level three (behavioral change), but has not yet reached level four (measurable organizational outcomes). Nevertheless, observed positive behavioral changes, such as increased discipline and collaboration, provide empirical evidence that the workplace learning process has had a tangible impact on individual and team performance.

Data analysis also shows that training serves as a mechanism for internalizing the company's vision values, namely efficiency, cleanliness, and sustainable production. Employees understand that egg quality and coop productivity are benchmarks for shared success. This confirms Wright and McMahan's (2011) view in the concept of Strategic Human Resource Management (SHRM) that organizational success depends on the alignment of HR strategy and business strategy. In this context, training serves not only to improve technical competency but also to ensure that employee behavior reflects the company's values and strategic direction.

Observations and interviews also revealed that limited resources, such as budget and training time, were major obstacles to HRM implementation. However, the company responded with a learning organization approach through rotating learning and sharing experiences among employees. This strategy supports Senge's (1990) theory that adaptive and collaborative organizations are able to maintain excellence through a culture of continuous learning. Thus, despite system and facility limitations, flexible learning mechanisms have played a significant role in maintaining productivity and the continuity of the organization's vision.

Overall, the research results confirm that the implementation of HRD at CV. Monopolis Sakha Dewa is aligned with the principles of Good Governance , Human Capital Theory , HPWS , and SHRM . Continuous training not only improves technical skills but also shapes disciplined, collaborative, and results-oriented work behavior. Employee involvement in the decision-making process strengthens motivation and a sense of ownership of the company's vision. Although the evaluation system still needs to be strengthened, empirical results show that the implementation of participatory and accountable HRD has contributed significantly to improving organizational performance and achieving the company's vision of an efficient, productive, and highly competitive laying hen company.

CONCLUSION AND RECOMMENDATION

This study concludes that the implementation of human resource management (HRM) at CV. Monopolis Sakha Dewa has played a significant role in improving employee competence, discipline, and performance efficiency, thus directly contributing to the achievement of the company's vision. Continuous training through on-the-job training methods and mentoring have been proven effective in improving technical skills and work behaviors that align with the principles of efficiency and professionalism. The integration of Good Governance practices such as accountability and transparency in HR management strengthens interdepartmental relationships, forms a collaborative work culture, and increases individual responsibility for work results. Theoretically, these findings support Human Capital Theory (Becker, 1993) that training is a productive investment that results in increased economic value of the workforce, and is in line with Strategic Human Resource Management (Wright & McMahan, 2011) which emphasizes the importance of alignment between HR strategy and organizational strategy in achieving competitive advantage.

Although the implementation of HRM has shown positive results, this study also found that long-term effectiveness still needs to be strengthened through system improvements and more structured policies. Key recommendations include the development of training Standard Operating Procedures (SOPs) , the implementation of a Kirkpatrick -based evaluation system to measure organizational results measurably, and the development of a digital documentation system to strengthen accountability and efficiency of HR management. The company is also advised to integrate training outcomes with performance appraisal systems and merit-based compensation to create a continuous learning cycle. This approach is expected to strengthen the implementation of the High Performance Work System (HPWS) and make CV. Monopolis Sakha Dewa an adaptive, innovative learning organization oriented towards increasing long-term competitiveness in the laying hen agribusiness industry.

FUTHER STUDY

This research still has delays, so it is necessary to conduct further research related to the topic The Role of Strategic Human Resource Management in Realizing the Good Governance-Based Organizational Vision at CV. Monopolis Sakha Dewa in order to improve this research and add insight for readers.

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