



PAPER – OPEN ACCESS

## Analysis of Outsourcing Performance of PT Perkebunan Nusantara IV Regional II

Author : Kevin Manfield Anderson Pasaribu, et al  
DOI : 10.32734/lwsa.v9i2.2778  
Electronic ISSN : 2654-7066  
Print ISSN : 2654-7058

*Volume 9 Issue 2 – 2026 TALENTA Conference Series: Local Wisdom, Social, and Arts (LWSA)*



This work is licensed under a [Creative Commons Attribution-NonCommercial 4.0 International License](https://creativecommons.org/licenses/by-nc/4.0/).

Published under licence by TALENTA Publisher, Universitas Sumatera Utara



# Analysis of Outsourcing Performance of PT Perkebunan Nusantara IV Regional II

Kevin Manfield Anderson Pasaribu<sup>1</sup>, Iskandarini<sup>2</sup>, Yeni Absah<sup>3</sup>

<sup>1</sup>Student at Master of Management Study Program, Postgraduate School, Universitas Sumatera Utara, Medan 20155, Indonesia

<sup>2</sup>Department of agribusiness, Faculty of Agriculture, Universitas Sumatera Utara, Medan 20155, Indonesia

<sup>a,b,\*</sup>Department of Management, Faculty of Economic and Business, Universitas Sumatera Utara, 20155, Indonesia

kevin.pasaribu.27@gmail.com, iskandarini@usu.ac.id, yeni.absah@usu.ac.id

## Abstrak

Produktivitas dan keterlibatan kerja guna mencapai keseimbangan antara kepentingan organisasi dan pekerja. PT Perkebunan Nusantara IV Regional II menghadapi penurunan kinerja tenaga kerja outsourcing dalam hal produktivitas, keterlibatan, efektivitas komunikasi, hubungan karyawan, dan suasana kerja. Penelitian ini bertujuan untuk menganalisis faktor internal dan eksternal yang mempengaruhi kinerja tenaga kerja outsourcing serta merumuskan strategi perbaikan kinerja yang relevan. Penelitian ini menggunakan metode kualitatif dengan teknik pengumpulan data melalui kuesioner terbuka yang diisi oleh 25 pekerja outsourcing dan 1 karyawan tetap. Kuesioner dirancang untuk mengeksplorasi secara mendalam pandangan, pengalaman, dan persepsi responden terkait implementasi kebijakan outsourcing. Data yang diperoleh dianalisis menggunakan Kerangka Kerja Analitis Formulasi Strategi, yang mencakup identifikasi faktor internal dan eksternal, formulasi strategi, dan analisis tematik untuk mengembangkan strategi yang relevan. Validitas data diperkuat melalui triangulasi sumber dan interpretasi kontekstual jawaban responden. Hasil penelitian mengidentifikasi 5 kekuatan, 5 kelemahan, 5 peluang, dan 5 ancaman. Dari analisis ini, diperoleh 10 strategi yang diurutkan dalam QSPM. Studi ini mengidentifikasi lima kekuatan, lima kelemahan, lima peluang, dan lima ancaman. Dari hasil analisis, diperoleh 10 strategi, dan lima strategi prioritas ditentukan melalui Diskusi Kelompok Terfokus dengan karyawan tetap. Strategi-strategi tersebut adalah: memperkuat sikap yang tangguh dan percaya diri melalui lingkungan kerja yang mendukung dan penghargaan positif; meningkatkan fokus dan adaptasi melalui motivasi dari atasan dan sistem penghargaan yang adil; memperkuat komunikasi dan kolaborasi tim; meningkatkan efisiensi dan akurasi kerja dengan penghargaan yang sesuai; serta mengembangkan manajemen stres dan fokus kerja untuk menghadapi tekanan dan kurangnya bimbingan.

**Kata Kunci:** alih daya tenaga kerja; kinerja; strategi

## Abstract

*Human resources (HR) are an important element in the success of an organization, including companies. In the context of outsourcing, the main challenge is to increase productivity and work engagement in order to achieve a balance between the interests of the organization and workers. PT Perkebunan Nusantara IV Regional II faces a decline in outsourced workforce performance in terms of productivity, engagement, communication effectiveness, employee relations, and work atmosphere. This study aims to analyze internal and external factors that influence outsourced workforce performance and formulate relevant performance improvement strategies. This study uses a qualitative method with data collection techniques through an open questionnaire filled out by 25 outsourcing workers and 1 permanent employee. The questionnaire was designed to explore in depth the views, experiences, and perceptions of respondents regarding the implementation of outsourcing policies. The data obtained were analyzed using The Strategy Formulation Analytical Framework, which includes identification of internal and external factors, strategy formulation, and thematic analysis to develop relevant strategies. Data validity was strengthened by source triangulation and contextual interpretation of respondents' answers. The results of the study identified 5 strengths, 5 weaknesses, 5 opportunities, and 5 threats. From this analysis, 10 strategies were obtained which were ranked in the QSPM. This study identified five strengths, five weaknesses, five opportunities, and five threats. From the analysis results, ten strategies were obtained, and five priority strategies were determined through Focus Group Discussions with permanent employees. The strategies are: strengthening a resilient and confident attitude through a supportive work environment and positive rewards*

increasing focus and adaptation through motivation from superiors and a fair reward system; strengthening team communication and collaboration; increasing work efficiency and accuracy with appropriate appreciation; and developing stress management and work focus to deal with pressure and lack of guidance.

*Keywords: outsourcing labor; performance; strategy*

## 1. Introduction

Human resources (HR) are a crucial element in achieving organizational goals, both in the private sector and state-owned companies. In facing competitive business dynamics, many organizations adopt outsourcing systems as an efficiency strategy. This strategy allows companies to reduce operational costs, focus on core competencies, and utilize flexible external workforces (Bulusu & Guérin, 2019). However, the implementation of outsourcing does not always produce optimal performance. Problems such as low productivity, weak employee engagement, and conflicts between permanent and outsourced workers often arise, thus impacting the achievement of overall company goals (Gutsche & Ziegler, 2019).

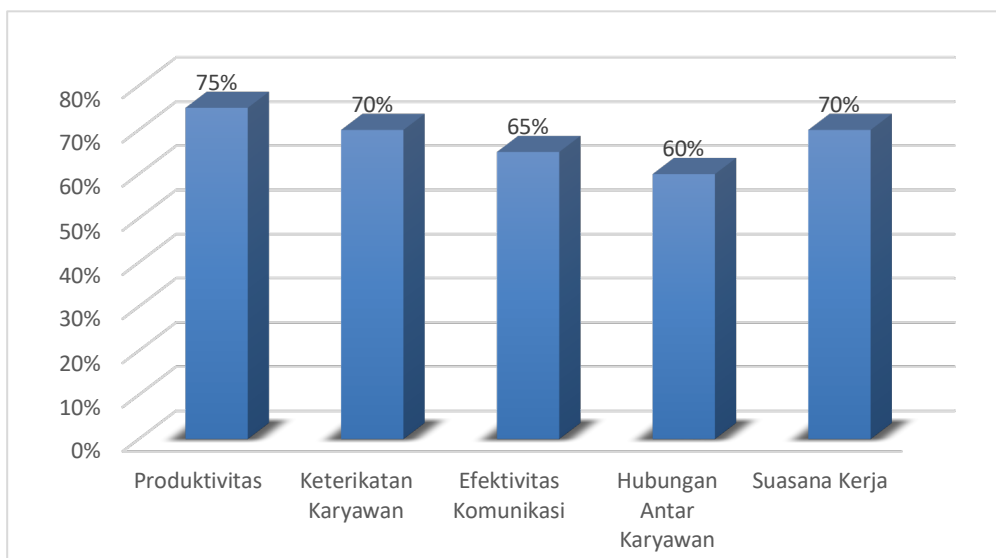


Figure 1. Results of Performance Assessment (Outsourcing) PTPN 4 Regional II

Source: PT Perkebunan Nusantara IV Regional II

PT Perkebunan Nusantara IV Regional II, as a state-owned company engaged in palm oil plantations, faces similar challenges. Based on internal evaluations, there has been a decline in the performance of outsourced workers in several key aspects, such as productivity decreasing by 75%, employee engagement decreasing to 70%, communication effectiveness decreasing to 65%, and work relations and work atmosphere deteriorating. This condition indicates that there are systemic problems that need to be analyzed more deeply, both from the internal side such as motivation and work resilience, and from the external side such as the work environment and managerial policies.

This study was conducted to comprehensively analyze the factors that influence the performance of outsourced workers and to formulate relevant and measurable improvement strategies. The approach used was quantitative through the distribution of questionnaires to 25 outsourced workers, with analysis using the Strategy Formulation Analytical Framework and strategy ranking through the Quantitative Strategic Planning Matrix (QSPM). The results of the study produced five priority strategies that include strengthening a supportive work environment, fair work rewards, improving team communication, adaptive stress management, and developing work focus and efficiency. This study is expected to contribute to the development of outsourcing HR management policies in the plantation sector which are still minimally studied.

## 2. Literature Review

### 2.1 Definition and Concept of Outsourcing

Outsourcing is a managerial strategy in which a company hands over part of its operational activities to a third party to increase efficiency, reduce costs, and focus on core competencies (Lacity & Willcocks, 2019). According to Caniëls et al. (2021), this practice also aims to increase competitiveness through strategic partnerships with service providers. Kumar & Singh (2021) distinguish the types of outsourcing into three main categories: functional (such as IT, HR, cleaning), strategic (core functions such as R&D and manufacturing), and global outsourcing involving cross-border collaboration (Cao, 2020). In addition, Elango (2021) emphasizes that outsourcing also supports the digital transformation of organizations by accelerating the adoption of new

technologies through more adaptive external parties. Makela & Aaltio (2019) add that although outsourcing supports efficiency and flexibility, companies must still manage the risk of losing internal knowledge and influencing organizational culture.

### *2.2 Reasons and Benefits of Using Outsourcing*

Outsourcing is widely used to reduce operational costs by up to 30% and direct internal resources to strategic activities (Lacity & Willcocks, 2019; Kumar & Singh, 2021). In addition to efficiency, according to Jain & Thakur (2022), other reasons include increased access to advanced skills and technology, reduced initial investment risk, and accelerated time-to-market. Di Romualdo & Corte Real (2020) emphasize that flexibility is key: outsourcing workforces allows companies to adapt to fluctuations in market demand. Afonso & Monteiro (2020) show that workforce flexibility also contributes to organizational resilience in the face of crises, such as the COVID-19 pandemic. Nurdin & Wahyudi (2022) also underline the importance of outsourcing in the public sector for budget efficiency.

### *2.3 Challenges and Risks in Outsourcing*

Some of the main risks of outsourcing include loss of control over the process, potential data leakage, conflict between permanent and outsourced workers, and high turnover (Makela & Aaltio, 2019; Cao, 2020). Reddy & Lacity (2021) stated that failure to establish a clear contract can result in a mismatch in expectations and outcomes. Rahman & Hossain (2020) identified that risks can also arise from cultural mismatches between the company and the service provider. Di Romualdo & Corte Real (2020) suggested the implementation of a strict SLA (Service Level Agreement), as well as a KPI-based monitoring system as risk mitigation. Lubis et al. (2023) in a study in Indonesia showed that the biggest challenge was the low involvement of outsourced workers in decision-making and ongoing training.

### *2.4 Performance Measurement of Outsourcing Staff*

The performance of outsourcing personnel can be measured through indicators such as service speed, work accuracy, compliance with standards, and the level of internal user satisfaction (Cao, 2020). Makela & Aaltio (2019) emphasize the importance of periodic evaluation using KPIs (Key Performance Indicators) that are tailored to job characteristics. Zhang & Zhu (2022) add that the integration of employee feedback and long-term productivity data is an indicator of the success of outsourcing collaboration. In addition, Hasan & Arifin (2023) show that optimal outsourcing performance is correlated with regular training and results-based incentives.

### *2.5 The Role of Outsourcing in Organizations*

Outsourcing provides structural flexibility, fixed cost efficiency, and allows management to focus on innovation and long-term business growth (Kalleberg, 2019; Brewster, 2020). According to Yulianto & Harahap (2021), this role also includes increasing the operational agility of the company, especially in the service and logistics sectors. Kumar & Singh (2021) emphasize that outsourcing is an important part of a company's adaptation strategy to technological and market changes. Jafar et al. (2022) add that when properly integrated, outsourcing can increase organizational productivity without burdening the company's fixed cost structure.

### *2.6 Regulations and Policies Related to Outsourcing*

In Indonesia, outsourcing is regulated in the Job Creation Law and Government Regulation No. 35 of 2021, which emphasizes the protection of workers' rights, such as minimum wages, social security, and the right to a decent working environment (Sukardi, 2020; Ibrahim, 2022). At the global level, Directive 2008/104/EC of the European Union stipulates that outsourced workers have equal rights and treatment with permanent workers (European Commission, 2019). Sharma & Bansal (2021) recommend that companies not only comply with regulations but also adopt ethical practices in the use of outsourced workers to improve their reputation and worker loyalty. In Indonesia, Simanjuntak (2023) noted that government supervision of outsourcing providers still needs to be improved to prevent violations of employment contracts and exploitation.

## **3. Method**

### *3.1 Types of research*

This study uses a qualitative approach to explore conditions and challenges in depth. The SWOT method is used to systematically identify internal and external factors, then the results are analyzed qualitatively with QSPM to prioritize relevant strategies (David et al., 2023; Kumar, 2021).

3.1.1 *Research Place.* The research was conducted at PT Perkebunan Nusantara IV Regional II, Medan, North Sumatra.

3.1.2 *Research Informants.* A total of 25 outsourcing workers in the Information Technology department at PT Perkebunan Nusantara IV Regional II became informants, selected based on their involvement in the company's operations and

information systems (Tolmie & McAteer, 2020).

3.1.3 *Data collection technique.* Primary data were obtained through FGDs and questionnaires to permanent and outsourced workers to gain insight into the role of outsourcing in innovation. Secondary data were collected from company documents, archives, and scientific literature as validation (Kumar, 2021; Tolmie & McAteer, 2020).

3.1.4 *Strategy Formulation Stages.* Strategy formulation follows three main stages (David et al., 2023):

- 1) Stage 1 (Input Stage): Analyze the EFE and IFE matrices to identify important external and internal factors by assigning weights and ratings.
- 2) Stage 2 (Matching Stage): Alignment of internal and external factors through IE matrix and SWOT analysis to generate strategic alternatives.
- 3) Stage 3 (Decision Stage): Quantification and ranking of strategic alternatives using QSPM to determine strategy implementation priorities.

## 4. Result & Discussion

### 4.1 Stage 1 Results: The Input Stage

At the Input Stage, 20 questionnaire factors were obtained consisting of 5 strengths, 5 weaknesses, 5 opportunities, and 5 threats that affect the involvement of outsourcing workers. This data was then deepened through Focus Group Discussion (FGD). The results of the FGD confirmed that open communication and training were the main strengths, while career ambiguity and lack of appreciation were weaknesses. Work digitalization was an opportunity, while contract uncertainty and labor competition were threats. These findings were used to refine the IFE and EFE matrices.

#### a) Strengths

- a) Have sufficient skills to complete work independently (S1).
- b) Believe that effort and contribution can improve work efficiency (S2).
- c) Try to complete the work on time according to the specified deadline (S3).
- d) Not giving up easily when facing challenges at work (S4).
- e) Willing to take responsibility for work results, both success and failure (S5).

#### b) Weaknesses

- a) Overwhelmed when having to complete tasks under high work pressure (W1).
- b) Difficulty overcoming certain operational constraints that require coordination with multiple parties (W2).
- c) Difficulty maintaining focus under conditions of extreme stress and excessive workload (W3).
- d) It takes time to adjust to changes in company policy, especially if the changes occur suddenly (W4).
- e) Often takes the initiative to complete work without supervision, but sometimes lacks coordination with the team resulting in miscommunication (W5).

#### c) Opportunities

- a) The superior always gives clear directions regarding work (O1).
- b) The superior appreciates the effort in completing the task (O2).
- c) The reward system (bonuses, incentives, or appreciation) in this company is fair (O3).
- d) More motivated to work with rewards or incentives (O4).
- e) Have the freedom to organize the way of working to achieve the best results (O5).

#### d) Threats

- a) Lack of guidance and support from superiors can hinder the proper completion of work (T1).
- b) Lack of recognition of performance can reduce motivation and work enthusiasm (T2).
- c) Less harmonious working relationships with coworkers can cause conflict and reduce team performance (T3).
- d) Work that does not match your expertise and skills can hinder performance and career development (T4).
- e) Lack of opportunities to learn and improve skills can hinder professional growth (T5).

The 20 internal and external factors are input for the IFE matrix and EFE matrix. The 5 strengths and 5 weaknesses are input in the IFE matrix, while the 5 opportunities and 5 threats are input in the EFE matrix.

In Table 1 which displays the IFE matrix, it can be seen that there are 5 factors categorized as strengths and 5 factors categorized as weaknesses. The results in the Total column are obtained from the questionnaires in Appendix 1, Appendix 2, and Appendix 3 filled out by the respondents. The results in the Weight column are obtained by dividing the number of each factor by the total number of all internal factors. For example, in the factor "Having sufficient skills to complete work independently (S1)" the number obtained is 75. So to get the weight, a calculation is carried out  $75/645 = 0.12$ . The same calculation is also done for each factor.

Table 1. IFE Matrix Results

NO	STATEMENT	Total	Weight	Rating	Score
<b>INTERNAL FACTORS-STRENGTH</b>					
1	Have sufficient skills to complete work independently.	75	0.12	3.00	0.35
2	Believe that effort and contribution can improve work efficiency.	79	0.12	3.16	0.39
3	Try to complete the work on time according to the specified deadline.	75	0.12	3.00	0.35
4	Don't give up easily when facing challenges at work.	77	0.12	3.08	0.37
5	Willing to take responsibility for work results, both success and failure	79	0.12	3.16	0.39
<b>TOTAL</b>		<b>385</b>	<b>0.60</b>	<b>15.40</b>	<b>1.84</b>
NO	STATEMENT	Total	Weight	Rating	Score
<b>INTERNAL FACTORS-WEAKNESSES</b>					
1	Overwhelmed when having to complete tasks under high work pressure	45	0.07	1.80	0.13
2	Difficulty overcoming certain operational constraints that require coordination with multiple parties	47	0.07	1.88	0.14
3	Difficulty maintaining focus under conditions of extreme stress and excessive workload	51	0.08	2.04	0.16
4	It takes time to adjust to changes in company policy, especially if the changes occur suddenly.	54	0.08	2.16	0.18
5	Often takes the initiative to complete work without supervision, but sometimes lacks coordination with the team resulting in miscommunication.	63	0.10	2.52	0.25
<b>TOTAL</b>		<b>260</b>	<b>0.40</b>	<b>10.4</b>	<b>0.85</b>
<b>TOTAL INTERNAL FACTORS</b>		<b>645</b>	<b>1.00</b>	<b>25.80</b>	<b>2.69</b>

Meanwhile, to get the results in the Rating column, it is obtained by dividing the number of each factor by the total number of respondents. For example, in the factor "Having sufficient skills to complete work independently (S1)" the number obtained is 75. So to get the rating, a calculation is carried out  $75/25 = 3.00$ . The same calculation is also done for each factor. Finally, the score is obtained from the multiplication of the weight and rating. For example, in the factor "Having sufficient skills to complete work independently (S1)", the weight is 0.12 while the rating is 3.00. So, the score obtained is  $0.12 * 3.00 = 0.35$ . The same calculation is also done for each factor. The total overall score on the internal factor is 2.69 which will be the input for the axis.x on the IE Matrix in Stage 2: The Matching Stage.

Table 2. EFE matrix results

NO	QUESTIONNAIRE STATEMENT	Total	Weight	Rating	Score
<b>OPPORTUNITY</b>					
1	The boss always gives clear directions regarding the work.	74	0.10	2.96	0.29
2	Bosses appreciate efforts in completing tasks.	76	0.10	3.04	0.31
3	The reward system (bonuses, incentives, or appreciation) in this company is fair.	76	0.10	3.04	0.31
4	More motivated to work with awards or incentives.	76	0.10	3.04	0.31
5	Have the freedom to organize the way you work to achieve the best results.	76	0.10	3.04	0.31
<b>TOTAL</b>		<b>378</b>	<b>0.50</b>	<b>15.12</b>	<b>1.51</b>
NO	QUESTIONNAIRE STATEMENT	Total	Weight	Rating	Score
<b>THREATS</b>					
1	Lack of guidance and support from superiors can hinder the proper completion of work.	69	0.09	2.76	0.25
2	Lack of recognition for performance can reduce motivation and work enthusiasm.	72	0.10	2.88	0.27
3	A less harmonious working relationship with coworkers can cause conflict and reduce team performance.	76	0.10	3.04	0.31
4	Work that does not match your skills and expertise can hinder performance and career development.	75	0.10	3.00	0.30
5	Lack of opportunities to learn and improve skills can hinder professional growth.	87	0.11	3.48	0.40
<b>TOTAL</b>		<b>379</b>	<b>0.50</b>	<b>15.16</b>	<b>1.53</b>
<b>TOTAL EXTERNAL FACTORS</b>		<b>757</b>	<b>1.00</b>	<b>30.28</b>	<b>3.04</b>

In Table 2 which displays the EFE matrix, it can be seen that there are 5 factors categorized as opportunities and 5 factors categorized as threats. The results in the Total column are obtained from the questionnaires in Appendix 1, Appendix 2, and Appendix 3 filled out by the respondents. The results in the Weight column are obtained by dividing the number of each factor by the total number of external factors. For example, in the factor "Superior always gives clear direction regarding work (O1)" the number obtained is 74. So to get the weight, the calculation is  $74/757 = 0.10$ .

The same calculation is also done for each factor. Meanwhile, to get the results in the Rating column, it is obtained by dividing the number of each factor by the total number of respondents. For example, in the factor "Superiors always provide clear directions regarding work (O1)" the number obtained is 74. So to get the rating, a calculation is carried out  $74/25 = 2.96$ . The same calculation is also done for each factor. Finally, the score is obtained from the multiplication of the weight and rating. For example, in the factor "Superior always gives clear direction regarding work (O1)", the weight is 0.10 while the rating is 2.96. So, the score

obtained is  $0.10 * 2.96 = 0.29$ . The same calculation is also done for each factor. The total overall score on the external factor is 3.04 which will be the input for the axis.y on the IE Matrix in Stage 2: The Matching Stage

4.2 Stage 2 Results: The Matching Stage

In the second stage, namely The Matching Stage, an IE matrix is produced which helps determine whether the company will carry out a new strategy, maintain the old strategy, or carry out efficiency in the strategy. In addition, at this stage a SWOT quadrant is also produced which functions similarly to the IE matrix to determine whether the company will carry out a progressive strategy, diversify the strategy, change the strategy, or carry out a defensive strategy.

The resulting IE matrix can be seen in Figure 4.2. In the IE matrix, the values on the left and right axes are  $x$  obtained from the total score of the IFE Matrix, which is 0.99, while the value on the axis  $y$  obtained from the total EFE Matrix score, which is -0.02.

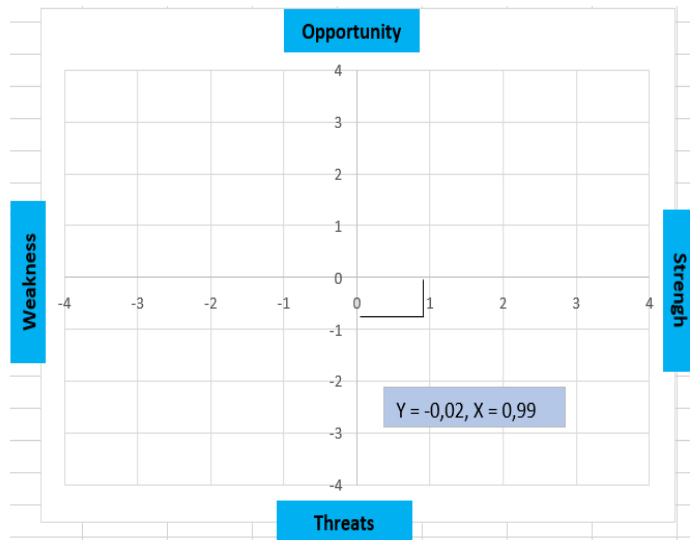


Figure 2. IE Matrix Results

It can be seen in Figure 2, the coordinate position in quadrant II is Strategy Disverification. The recommendation results from this SWOT quadrant are the same as the recommendation results of the IE matrix. Furthermore, the results of the SWOT matrix can be seen in Table 3.

In Table 4, it can be seen that there are 3 SO strategies, 3 WO strategies, 2 ST strategies, and 2 WT strategies, so that 10 new strategies are obtained. All of these new strategies will be input in the next stage in the QSPM matrix.

4.3 Stage 3 Results: The Decision Stage

In the final stage, namely The Decision Stage, a quantitative analysis is carried out using the Quantitative Strategic Planning Matrix (QSPM) to determine the most feasible strategy to implement. This stage involves calculating the Attractiveness Score (AS) obtained from a questionnaire containing respondents' assessments of 10 new strategies based on each internal and external factor.

Next, the Total Attractiveness Score (TAS) is calculated by multiplying the AS by the weights determined in the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) Matrices. TAS shows the level of attractiveness of each strategy in dealing with the company's internal and external conditions.

Through this analysis, the strategy with the highest TAS value is considered the most optimal to implement because it has the greatest potential to support the company's growth and competitiveness. The final results of the QSPM are presented in Table 4, which is the basis for strategic decision making to ensure the company's effectiveness and sustainability in the future.

Next, the strategies are ranked based on the total TAS value, so that a ranking is obtained as shown in Table 5.

Table 3. SWOT Matrix Results

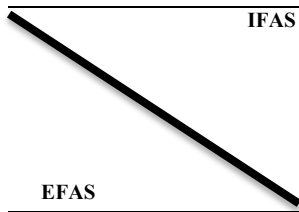
	IFAS	(Strength)	(Weakness)
	EFAS	S1: Independent S2: Confident & efficient S3: On time S4: Tough S5: Responsibility	W1: Depressed W2: Difficulty coordinating W3: Disturbed focus W4: Slow adaptation W5: Lack of coordination
(Opportunity) O1: Clear directions O2: Appreciated O3: Fair award O4: Motivated O5: Free to work		(SO)	(WO)
		1. Encourage workers to complete tasks independently and responsibly by providing freedom to work and clear direction from superiors. <b>(S1, S5, O1, O5)</b> 2. Improve efficiency and timeliness in completing work by providing fair rewards and appreciation as a form of work motivation. <b>(S2, S3, O2, O3, O4)</b> 3. Strengthening the resilience and self-confidence of the workforce by creating a supportive and motivating work environment through positive rewards and direction. <b>(S2, S4, O1, O2, O3)</b>	1. Reduce work pressure by utilizing clear directions and a fair reward system to increase motivation and comfort at work. <b>(W1, O1, O3, O4)</b> 2. Overcoming coordination difficulties by encouraging open communication and utilizing work freedom supported by superior direction. <b>(W2, W5, O1, O5)</b> 3. Increase focus and adaptability through external motivation from superiors and fair rewards. <b>(W3, W4, O2, O3, O4)</b>
(Threats) T1: Minimal guidance T2: Lack of recognition T3: Team conflict T4: Not suitable skill T5: Minimal development		(ST)	(WT)
		1. Relying on independence, resilience, and a sense of responsibility to remain productive despite minimal guidance and development. <b>(S1, S4, S5, T1, T5)</b> 2. Demonstrate timely and efficient work results as a form of self-proof in order to continue to receive recognition even though the environment is less supportive. <b>(S2, S3, T2)</b>	1. Developing stress management and work focus to reduce pressure and distraction amidst minimal guidance and development. <b>(W1, W3, T1, T5)</b> 2. Improve communication and collaboration skills to make it easier to coordinate and avoid team conflicts. <b>(W2, W5, T3)</b>

Table 4. QSPM

No	Kode Faktor	Bobot	(S1, S5, O1, O5)		(S2, S3, O2, O3, O4)		(S2, S4, O1, O2, O3)		(W1, O1, O3, O4)		(W2, W5, O1, O5)		(W3, W4, O2, O3, O4)		(S1, S4, S5, T1, T5)		(S2, S3, T2)		(W1, W3, T1, T5)		(W2, W5, T3)		
			AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS	
<b>STRENGTH</b>																							
1	S1	0.12	3	0.35	4	0.47	2	0.23	3	0.35	4	0.47	2	0.23	1	0.12	3	0.35	2	0.23	1	0.12	
2	S2	0.12	4	0.49	3	0.37	3	0.37	2	0.24	4	0.49	4	0.49	3	0.37	3	0.37	2	0.24	4	0.49	
3	S3	0.12	2	0.23	2	0.23	4	0.47	3	0.35	3	0.35	4	0.47	3	0.35	1	0.12	2	0.23	3	0.35	
4	S4	0.12	1	0.12	3	0.36	4	0.48	4	0.48	2	0.24	2	0.24	3	0.36	4	0.48	3	0.36	4	0.48	
5	S5	0.12	3	0.37	2	0.24	3	0.37	4	0.49	3	0.37	4	0.49	2	0.24	1	0.12	4	0.49	3	0.37	
<b>WEAKNESSES</b>																							
1	W1	0.07	1	0.07	2	0.14	3	0.21	4	0.28	3	0.21	2	0.14	4	0.28	1	0.07	3	0.21	2	0.14	
2	W2	0.07	3	0.22	4	0.29	2	0.15	1	0.07	3	0.22	3	0.22	2	0.15	4	0.29	1	0.07	4	0.29	
3	W3	0.08	2	0.16	3	0.24	4	0.32	3	0.24	1	0.08	4	0.32	3	0.24	3	0.24	2	0.16	4	0.32	
4	W4	0.08	1	0.08	4	0.33	3	0.25	2	0.17	3	0.25	2	0.17	1	0.08	3	0.25	4	0.33	3	0.25	
5	W5	0.10	3	0.29	2	0.20	4	0.39	3	0.29	3	0.29	1	0.10	4	0.39	3	0.29	4	0.39	2	0.20	
<b>OPPORTUNITY</b>																							
1	O1	0.10	4	0.39	2	0.20	3	0.29	1	0.10	3	0.29	4	0.39	2	0.20	3	0.29	4	0.39	3	0.29	
2	O2	0.10	2	0.20	4	0.40	3	0.30	2	0.20	4	0.40	3	0.30	4	0.40	1	0.10	3	0.30	4	0.40	
3	O3	0.10	3	0.30	2	0.20	4	0.40	4	0.40	2	0.20	3	0.30	4	0.40	1	0.10	3	0.30	4	0.40	
4	O4	0.10	4	0.40	3	0.30	3	0.30	4	0.40	3	0.30	4	0.40	2	0.20	3	0.30	4	0.40	4	0.40	
5	O5	0.10	2	0.20	4	0.40	3	0.30	1	0.10	3	0.30	4	0.40	3	0.30	2	0.20	4	0.40	2	0.20	
<b>THREATS</b>																							
1	T1	0.09	2	0.18	4	0.36	3	0.27	3	0.27	1	0.09	2	0.18	4	0.36	3	0.27	3	0.27	4	0.36	
2	T2	0.10	4	0.38	3	0.29	4	0.38	2	0.19	2	0.19	3	0.29	1	0.10	4	0.38	3	0.29	2	0.19	
3	T3	0.10	3	0.30	2	0.20	3	0.30	4	0.40	2	0.20	3	0.30	4	0.40	1	0.10	4	0.40	3	0.30	
4	T4	0.10	3	0.30	4	0.40	2	0.20	3	0.30	1	0.10	4	0.40	3	0.30	2	0.20	4	0.40	2	0.20	
5	T5	0.11	2	0.23	4	0.46	3	0.34	1	0.11	4	0.46	3	0.34	2	0.23	4	0.46	1	0.11	3	0.34	
<b>TOTAL</b>			<b>2.00</b>	<b>52.00</b>	<b>5.27</b>	<b>61.00</b>	<b>6.07</b>	<b>63.00</b>	<b>6.32</b>	<b>54.00</b>	<b>5.44</b>	<b>54.00</b>	<b>5.50</b>	<b>61.00</b>	<b>6.16</b>	<b>55.00</b>	<b>5.46</b>	<b>50.00</b>	<b>4.98</b>	<b>60.00</b>	<b>5.99</b>	<b>61.00</b>	<b>6.09</b>

Table 5. QSPM Ranking Results

RANK	STRATEGY CODE	STRATEGY	TOTAL BAG VALUE
1	(S2, S4, O1, O2, O3)	Strengthening the resilience and self-confidence of the workforce by creating a supportive and motivating work environment through positive rewards and direction.	6,320
2	(W3, W4, O2, O3, O4)	Increase focus and adaptability through external motivation from superiors and fair rewards.	6.162
3	(W2, W5, T3)	Improve communication and collaboration skills to make it easier to coordinate and avoid team conflicts.	6,092
4	(S2, S3, O2, O3, O4)	Improve efficiency and timeliness in completing work by providing fair rewards and appreciation as a form of work motivation.	6,074
5	(W1, W3, T1, T5)	Developing stress management and work focus to reduce pressure and distractions amidst minimal guidance and development	5,992
6	(W2, W5, O1, O5)	Overcoming coordination difficulties by encouraging open communication and utilizing work freedom supported by superior direction.	5,500
7	(S1, S4, S5, T1, T5)	Relying on independence, resilience, and a sense of responsibility to remain productive despite minimal guidance and development	5,461
8	(W1, O1, O3, O4)	Reduce work pressure by utilizing clear directions and a fair reward system to increase motivation and comfort at work.	5,439
9	(S1, S5, O1, O5)	Encourage workers to complete tasks independently and responsibly by providing freedom to work and clear direction from superiors.	5.268
10	(S2, S3, T2)	Demonstrate timely and efficient work results as a form of self-proof in order to continue to receive recognition even though the environment is less supportive.	4.983

Research at PT Perkebunan Nusantara IV Regional II identified internal and external factors that influence the performance of outsourced workers. The strengths of the workforce include independent skills, belief in contribution, resilience, and responsibility, while weaknesses are related to high work pressure, coordination difficulties, and adaptation to change. Opportunities arise from supportive company policies, rewards, and work flexibility, while threats include lack of support from superiors, performance recognition, less harmonious work relationships, and limited skills development.

To improve performance, five main strategies are recommended: strengthening resilience and motivation through positive rewards; increasing work adaptability and focus with a fair appreciation system; improving communication and collaboration between teams; encouraging efficiency and time discipline; and managing stress to maintain work consistency. The implementation of these strategies is expected to increase the productivity, loyalty, and adaptability of outsourced workers, so that companies are better able to face challenges and minimize turnover.

## 5. Conclusion

PT Perkebunan Nusantara IV Regional II has formulated a short-term strategic plan with a focus on improving the performance of outsourced workers through directed freedom, a performance-based reward system, leadership training, regular monitoring, and effective communication between workers and management. Meanwhile, the long-term strategic plan is directed at building a culture of independent and responsible work, a sustainable reward system, leadership development, support for facilities and technology, and a comprehensive employee welfare program.

As a suggestion, companies need to ensure that all of these strategic plans are integrated into consistent and data-driven HR policies, involving regular evaluation and active participation from all stakeholders. In addition, it is important to strengthen two-way feedback mechanisms so that workers feel heard and motivated to contribute more, and build a long-term career development system for outsourced workers to increase loyalty and retention of quality workers.

## References

- [1] Afonso, P., & Monteiro, M. (2020). The strategic role of outsourcing in turbulent environments. *Journal of Business Strategy*.
- [2] Brewster, C. (2020). Flexible labor: Outsourcing and the modern workforce. *International Journal of HR Management*.
- [3] Brewster, C. (2020). The role of outsourcing in enhancing business productivity. *Journal of Business Studies*, 45(2), 123-137.
- [4] Caniels, M. C., Gelderman, C. J., & van Weele, A. J. (2021). Strategic outsourcing decision-making: A review and research agenda. *Journal of Purchasing and Supply Management*.
- [5] Cao, G. (2020). Strategic outsourcing and its impact on business performance. *International Journal of Operations & Production Management*, 40(6), 567-589.
- [6] Di Romualdo, A., & Corte Real, N. (2020). Outsourcing performance measurement: A cost-benefit analysis. *Journal of Supply Chain Management*, 56(3), 45-61.
- [7] Elango, B. (2021). Digital transformation and outsourcing decisions. *International Journal of Information Management*.
- [8] European Commission. (2019). Directive on Temporary Agency Work (2008/104/EC). Retrieved from <https://ec.europa.eu>
- [9] Hasan, M., & Arifin, S. (2023). Performance of Outsourcing Workforce in Logistics Companies in Indonesia. *Indonesian Journal of Management and Business*.
- [10] Ibrahim, M. (2022). Legal Frameworks on Outsourcing in Indonesia Post-Omnibus Law. *Journal of Law and Development*.
- [11] Ibrahim, R. (2022). Worker protections in outsourced labor markets. *Labor Law Review*, 33(1), 78-95.
- [12] Jafar, M., Rahmat, D., & Surya, A. (2022). Outsourcing and Operational Cost Efficiency in the Service Sector. *Economics and Business*.
- [13] Jain, A., & Thakur, R. (2022). Cost and innovation benefits in IT outsourcing. *Journal of Strategic Innovation*.
- [14] Kalleberg, A. L. (2019). Precarious work, insecurity, and flexibility: The role of temporary staffing agencies. *Work and Occupations*, 46(4), 431-456.

- [15] Kumar, V., & Singh, R. (2020). Regulatory impact on outsourcing decisions. *International Business Review*, 29(1), 98-110.
- [16] Kumar, V., & Singh, R. (2021). Outsourcing functions: Costs, benefits, and strategic considerations. *Management Science Review*, 18(3), 201-215.
- [17] Lacity, M., & Willcocks, L. (2019). Outsourcing business processes: Past, present, and future. *Journal of Information Technology*, 34(3), 243-256.
- [18] Lubis, R., Santoso, H., & Widodo, A. (2023). Satisfaction and Challenges of Outsourcing Workforce in Indonesian Private Companies. *Journal of Human Resources*.
- [19] Makela, K., & Aaltio, I. (2019). Managing quality and cultural challenges in global outsourcing. *Journal of International Business Studies*, 50(7), 1080-1098.
- [20] Nurdin, M., & Wahyudi, A. (2022). Effectiveness of Outsourcing in the Public Sector in Indonesia. *Journal of Public Policy*.
- [21] Rahman, MM, & Hossain, MI (2020). Cultural challenges in global outsourcing relationships. *International Journal of Cross Cultural Management*.
- [22] Reddy, S. & Lacity, M. (2021). Outsourcing contracts: Common pitfalls and how to avoid them. *MIS Quarterly Executive*.
- [23] Sharma, A., & Bansal, R. (2021). Labor outsourcing regulations and ethical concerns. *Employee Relations*.
- [24] Sharma, A., & Bansal, S. (2021). Regulatory frameworks governing outsourcing firms in emerging economies. *Journal of Labor Economics*, 39(2), 310-327.
- [25] Simanjuntak, D. (2023). Outsourcing and Legal Protection in Indonesia. *Journal of Labor Law*.
- [26] Sukardi. (2020). *Employment in Indonesia: Law and Practice*. Jakarta: Rajawali Pers.
- [27] Yulianto, T., & Harahap, R. (2021). The Influence of Outsourcing Labor on Company Operational Performance. *Journal of Economics & Business*.