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Author : Mhd Ibnu Imwi Habibi Dalimunthe, et al
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Strategy to Improve the Performance of Human Resources in the Marketing Sector at PT. Bank SUMUT Medan Head Office

Mhd Ibnu Imwi Habibi Dalimunthe^a, Iskandarini^b, Yeni Absah^c

Master of Management Study Program, Postgraduate School, Universitas Sumatera Utara, Medan, 20155, Indonesia

ibnuimwihabid@gmail.com, iskandarini@usu.ac.id, yeni.absah@usu.ac.id

Abstrak

Penelitian ini bertujuan untuk menganalisis faktor internal dan eksternal yang memengaruhi peningkatan kinerja sumber daya manusia (SDM) pada bagian pemasaran. Fokus utama kajian ini adalah mengukur tingkat kesesuaian antara persepsi karyawan terhadap kondisi aktual dan harapan ideal perusahaan. Metode penelitian yang digunakan adalah pendekatan kuantitatif deskriptif, dengan teknik pengumpulan data berupa kuesioner yang disebarakan kepada karyawan bagian pemasaran. Hasil penelitian menunjukkan bahwa faktor internal terdiri dari pelatihan (86%), motivasi (82%), kompetensi (81%), disiplin kerja (81%), kepuasan kerja (85%), dan komunikasi (83%). Meskipun sebagian besar berada dalam kategori cukup sesuai, beberapa aspek seperti kepuasan kerja dan disiplin kerja masih dikategorikan kurang puas terhadap pelatihan yang diberikan oleh perusahaan. Sementara itu, faktor eksternal meliputi lingkungan kerja (81%), komitmen organisasi (85%), teknologi (77%), dan budaya organisasi (87%). Temuan ini menunjukkan bahwa meskipun budaya organisasi menunjukkan tingkat kesesuaian tertinggi, aspek teknologi menunjukkan nilai terendah, menandakan perlunya perhatian lebih terhadap modernisasi dan dukungan teknologi dalam pekerjaan pemasaran. Secara keseluruhan, hasil penelitian ini diharapkan dapat menjadi acuan bagi manajemen dalam merancang strategi pengembangan SDM yang lebih efektif dan responsif terhadap kebutuhan kerja di era digital.

Kata Kunci: Kinerja SDM; Faktor Internal; Faktor Eksternal; Pemasaran; Kepuasan Kerja; Analisis Gap

Abstract

This study aims to analyze internal and external factors influencing the performance improvement of human resources (HR) in the marketing sector. The main focus of this research is to measure the conformity level between employees' perceptions of current conditions and the company's ideal expectations. The research method employed is a descriptive quantitative approach, with data collected through questionnaires distributed to marketing department employees. The research findings indicate that internal factors include training (86%), motivation (82%), competence (81%), work discipline (81%), job satisfaction (85%), and communication (83%). Although most indicators fall within the "fairly satisfactory" category, aspects such as job satisfaction and work discipline are still considered less satisfactory in relation to the training provided by the company. Meanwhile, external factors include work environment (81%), organizational commitment (85%), technology (77%), and organizational culture (87%). These results suggest that although organizational culture has the highest conformity level, technology has the lowest, highlighting the need for greater attention to modernization and technological support in marketing tasks. Overall, the results of this study are expected to serve as a reference for management in designing more effective HR development strategies that are responsive to the demands of the digital era.

Keywords: HR Performance; Internal Factors; External Factors; Marketing; Job Satisfaction; Gap Analysis

1. Introduction

Human resources (HR) are a company's most important asset, particularly in the banking industry, which is constantly changing and evolving. Without competent and motivated HR, a company cannot effectively plan and implement organizational goals. In this context, PT Bank SUMUT, a regionally owned enterprise located in Medan, faces significant challenges in improving HR performance in the marketing sector. Despite implementing various training and competency development initiatives, performance

assessment data shows a striking performance gap from 2020 to 2023, with only 36% of employees achieving excellent performance.

This fluctuation reflects a mismatch between management expectations and the reality faced by employees on the ground. Various factors, such as motivation, work discipline, and inter-team communication, contribute to this inconsistent performance. Furthermore, rapid technological developments and increasingly fierce competition in the banking industry require employees to adapt quickly, but not all are able to effectively adapt to these changes.

This study aims to analyze strategies for improving HR performance in the marketing sector at PT Bank SUMUT. Using a quantitative descriptive approach, this study will highlight the actual condition of human resources and identify internal and external factors that influence performance. It is hoped that the results will provide useful insights for management in formulating more effective and responsive strategies to existing challenges, thereby achieving sustainable growth amidst increasingly complex market dynamics.

2. Literature Review

2.1. Human Resource Performance

Human resource performance is a critical determinant of organizational success, particularly in the banking sector, where effective marketing strategies often hinge on the capabilities of human resources (Budiyanto & Mochklas, 2020). This performance is influenced by both internal factors—such as training, motivation, and organizational culture—and external factors, including market dynamics and technological advancements (Prasetyo et al., 2020). According to Huseno (2016), the assessment of human resource performance should encompass aspects of individual capabilities, collaborative dynamics, and institutional effectiveness.

2.2. Internal and External Factors

The performance of HR in marketing is impacted by both internal and external factors. Internal factors encompass aspects like training and communication, which motivate employees and facilitate job satisfaction (Huseno, 2016). External factors include technological advancements and organizational culture, which shape the overall work environment (Prasetyo et al., 2020).

2.3. GAP Analysis

GAP analysis serves as a critical tool for assessing discrepancies between current HR performance and organizational expectations. Stolzer et al. (2011) posited that this method not only helps evaluate service quality but also highlights areas needing improvement. According to the research findings, a detailed GAP analysis revealed significant gaps in employee satisfaction and job discipline, suggesting areas for HR enhancement strategies.

2.4. Strategic Management

Effective strategy formulation must take into account the organization's vision and mission (Abdullah et al., 2023). The dynamic nature of strategy requires continual reassessment to remain relevant to both internal and external shifts. The study emphasized that high-quality strategy implementation significantly depends on both the developed strategy and the processes utilized, a sentiment echoed by Hutabarat & Huseini (2017).

3. Research Method

3.1. Method of Collecting Data

Three primary methods were used to obtain the data: surveys, documentation, and interviews. Semi-structured interviews with employees aimed to explore information about experiences, motivations, and challenges faced in their work. Documentation includes collecting documents related to performance appraisals and the company's annual report, while questionnaires containing closed-ended questions and Likert scales were distributed to collect quantitative data on performance and job satisfaction.

3.2. Types of Research

This study uses a qualitative approach with a descriptive design to gain an in-depth understanding of the phenomenon of human resource performance at PT Bank SUMUT.

3.3. Research Time

This research was conducted during the period October 2024 to February 2025.

3.4. Place Study

The study was conducted at the Medan Head Office, located at Jl. Imam Bonjol No. 18.

3.5. Object Study

The subjects of the study consisted of 37 employees in the marketing division, who were selected using a purposive sampling technique based on experience and certain qualifications.

3.6. Variable Study

Data sources include primary data obtained through in-depth interviews and questionnaires, as well as secondary data collected from literature, company documents, and relevant academic sources.

3.7. Data Analysis Method

Data analysis was carried out using the gap analysis method. This process involves categorizing data, grouping information, and drawing conclusions so that the data can be understood well. In this study, GAP analysis is used to measure the difference between the performance of a variable and employee expectations. In addition, the Servqual method is used to assess service quality based on a comparison between employee expectations and perceptions. This method consists of two stages: collecting employee perceptions of service quality and their expectations of it. The difference between expectations and perceptions is known as the Servqual gap, calculated by the formula: $\text{Servqual Gap} = (\text{Perception Score}) - (\text{Expectation Score})$. The results of the analysis are divided into three categories: (a) a zero score gap, where expectations are equal to perceptions; (b) a negative score gap, where expectations are higher than perceptions; and (c) a positive score gap, where perceptions are higher than expectations, reflecting the level of employee satisfaction.

4. Result and Discussion

The results of this study indicate that human resource performance at PT Bank Sumut still faces several gaps. An analysis of 37 employees in the marketing division found that factors such as training, motivation, and work discipline had a less than satisfactory level of alignment. The training provided has not been fully perceived by employees, with certain indicators showing a significant negative gap.

Employee motivation is also a factor that requires attention. Despite some positive indicators, employee expectations remain unmet, indicating the need for a reward program to boost morale. Furthermore, employee discipline issues, such as incompetence, have the potential to impact productivity.

In terms of competency, many employees lack a thorough understanding of banking products, hindering their ability to explain product benefits to customers. Job satisfaction also shows a negative gap, particularly in terms of recognition for employee contributions. Ineffective internal communication contributes to this problem, with frequent misunderstandings between superiors and subordinates.

Implementing a strategy to improve human resource performance at PT Bank Sumut requires a systematic and sustainable approach. Internal factors, such as training and motivation, must be strengthened to increase individual productivity. More targeted training that is relevant to job requirements will help employees improve their competencies. Furthermore, management needs to implement a reward and punishment system to encourage better work discipline.

External factors, such as the work environment and organizational commitment, also play a crucial role in supporting performance. A conducive work environment can increase employee comfort and productivity. Therefore, it is crucial for the company to create a positive work atmosphere and encourage collaboration between teams.

Obstacles encountered, such as low motivation and a lack of effective communication, must be addressed immediately. Training programs that focus on soft skills, such as communication and teamwork, can help improve this situation. Furthermore, increasing the use of technology in daily activities is also key to improving work efficiency and effectiveness.

Thus, the results of this study underscore the importance of a comprehensive development strategy to improve human resource performance at PT Bank Sumut, so that the company can better compete in an increasingly competitive market.

5. Conclusion

The analysis of human resource performance at PT Bank Sumut reveals several significant deviations that warrant attention. This study indicates that internal factors, such as training, motivation, competence, and work discipline, exhibit an unsatisfactory level of alignment, with many indicators experiencing negative gaps. Employees have not yet fully perceived the benefits of the training provided, while motivation and work discipline also need to be improved to optimize employee performance.

Furthermore, employee job satisfaction shows a negative gap, particularly in terms of being recognized for their contributions. Ineffective internal communication contributes to the problems encountered, resulting in misunderstandings between superiors and subordinates. External factors, such as the work environment and organizational commitment, also influence HR performance and require attention to create a conducive work environment. Therefore, the company needs to develop a comprehensive strategy, including relevant training programs, a reward system that encourages motivation, and improved effective communication. With

these steps, PT Bank Sumut is expected to improve overall human resource performance, thereby enabling it to compete better in the increasingly competitive banking industry.

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