



The Role of SWOT Analysis in Improving HR Effectiveness and Employee Performance Case Study: CV 06 Production

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Abstract: *This study aims to analyze the implementation of human resource management (HRM) and its impact on employee performance at CV. 06 Production, using a SWOT analysis as an evaluation tool. The research approach used was descriptive qualitative, with data collection methods including in-depth interviews, documentation, and direct observation of event implementation by the internal team. The results indicate that internal strengths such as team competence, effective communication, and prompt problem-solving significantly support employee performance. However, weaknesses in the organizational structure exist, such as the lack of a dedicated HR division and a nonstandardized performance appraisal system. The SWOT analysis indicates that employee performance development strategies can be improved through the establishment of an objective indicator-based evaluation system and the enhancement of transparent and continuous training. Therefore, improvements in HRM implementation will increase teamwork effectiveness in every event project undertaken by CV. 06 Production.*

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Introduction

This research is expected to provide a clear picture of how effective human resource (HR) management can improve employee performance and ultimately enhance customer satisfaction in event execution. In the service industry, particularly event management, HR quality is a key determinant of organizational success because it directly affects service delivery, timeliness, and client satisfaction (Armstrong & Taylor, 2020). Therefore, this study also aims to provide recommendations for optimizing workforce management to achieve business goals and increase competitiveness in the event organizer industry.

Human resources (HR) and employee performance play a critical role in determining event success, as event management companies face challenges in coordinating human capital effectively. Factors such as service quality, timeliness, and teamwork significantly influence customer perceptions of event success (Dessler, 2020). In this context, analyzing HR implementation and employee performance is highly relevant to evaluate the extent to which organizations can meet and exceed client expectations. The implementation of human resource management in event companies involves multiple dimensions of employee performance management. Organizations must ensure employees possess both technical and soft skills, particularly communication and teamwork abilities, as these competencies directly influence service quality (Mondy & Martocchio, 2016). Proper job role alignment and responsibility allocation can significantly enhance employee effectiveness in handling dynamic event demands.

Furthermore, customer satisfaction is a key determinant of organizational sustainability in the event industry. Event organizers must implement customer-centered service strategies such as responsiveness, personalization, and adaptability to sudden changes (Kotler & Keller, 2016). Employees with strong interpersonal skills and professional work ethics contribute significantly to positive customer experiences, making HR management a strategic factor in improving client satisfaction. Human resource planning is also essential in ensuring successful event execution. According to Mathis and Jackson (2019), HR planning involves analyzing workforce needs, developing staffing plans, implementing strategies, and conducting continuous monitoring. These stages ensure that human resources are effectively aligned with organizational objectives, especially in project-based industries such as event management.

Human resource development and teamwork are strongly influenced by creativity and innovation. Creativity is considered a critical organizational asset that drives innovation and long-term sustainability (Amabile, 1996). As stated by Nurrohman (2020), innovation does not occur naturally but requires structured support through training and development programs that encourage employee creativity in problem-solving. Human resources are one of the most important assets in organizational management. According to Amelyawati et al. (2023), companies in both service and manufacturing sectors can only achieve sustainability if their human resources are competent, committed, and capable of continuous innovation to meet evolving customer demands. Therefore, HR development is a strategic necessity rather than an optional function.

Human resource management in the event industry presents unique challenges due to its project-based and highly dynamic nature. Event organizers often face high workloads, tight deadlines, and high client expectations. Common issues include inadequate training, high employee turnover, and poor coordination, which can negatively affect employee performance and service quality. Employee performance within event organizations is a critical determinant of event success. Employees who demonstrate teamwork, communication skills, and professionalism significantly enhance service delivery quality. Conversely, poor task execution, lack of coordination, and weak communication skills can reduce customer satisfaction and damage organizational reputation in the industry.

The event organizer industry is highly dynamic and continues to grow rapidly, particularly due to increasing demand for professional event services. CV 06 Production, an event organizer company in Palembang operating in the MICE sector (Meetings, Incentives, Conferences, and Exhibitions), provides services including event planning and execution. The company applies the POAC framework (Planning, Organizing, Actuating, Controlling) to manage operations effectively and ensure service quality aligns with client expectations. Based on this phenomenon, it is important to analyze the implementation of human resource management and employee performance in event organizations. This study examines how HR strategies contribute to improved employee performance and customer satisfaction. The findings are expected to provide practical insights for improving workforce management and enhancing competitiveness in the event industry. Based on the explanation above, this study focuses on analyzing HR management and employee performance in event execution, which plays a crucial role in ensuring successful outcomes. CV 06 Production demonstrates consistent growth in the number of events handled annually, reflecting increasing client satisfaction. Therefore, this research is conducted under the title: *“Analysis of the Implementation of Human Resource Management and Employee Performance Using the SWOT Analysis Approach at CV 06 Production.”*

Despite the growing importance of human resource management in the event industry, limited



studies have specifically analyzed HR practices in small-to-medium event organizer companies using a combination of qualitative methods and SWOT analysis. Most existing research focuses on large corporations or general HR performance models, with limited attention to project-based creative industries such as event organizers. This study fills that gap by integrating HR management analysis with SWOT strategic evaluation to produce more applicable and practical recommendations. The urgency of this research lies in the increasing competition within the event industry and the need for structured HR systems to maintain service quality, employee performance, and client satisfaction in a highly dynamic business environment.

Method

This study uses a qualitative descriptive approach to obtain an in-depth understanding of human resource management (HRM) practices and employee performance at CV 06 Production, an event organizer company in Palembang. Qualitative research is appropriate for exploring social phenomena in organizational contexts because it emphasizes meaning, interpretation, and process rather than numerical measurement (Creswell & Poth, 2018). Data collection techniques include interviews, observation, documentation, and questionnaires to ensure a comprehensive understanding of the phenomenon (Yin, 2018). Primary data were obtained from key informants involved in operational and managerial roles such as Project Managers, Project Officers, and Creative Officers, while secondary data were collected from academic literature, journals, and company documents to strengthen data triangulation.

This study operationalizes HRM variables based on the framework of Khan et al. (2020), which includes seven core dimensions: recruitment and selection, training and development, compensation and rewards, employee engagement and communication, organizational culture, performance appraisal, and employee well-being and innovation. These dimensions are widely recognized in HRM literature as key determinants of employee performance and organizational effectiveness (Armstrong & Taylor, 2020; Dessler, 2020). Each dimension is translated into measurable indicators used in the development of interview guidelines and supporting instruments. To enhance validity, the study applies triangulation of data sources and methods, combining in-depth interviews, structured observation, and document analysis to ensure data credibility and reduce bias (Miles, Huberman, & Saldaña, 2014). This methodological approach enables a holistic view of how HRM practices influence both individual behavior and organizational performance.

In analyzing the data, the researcher employs SWOT analysis as a strategic evaluation tool to identify internal and external organizational factors. SWOT analysis is widely used in strategic management to support decision-making by classifying factors into strengths, weaknesses, opportunities, and threats (Gürel & Tat, 2017). The analysis is divided into two main matrices: IFAS (Internal Factor Analysis Summary) to evaluate internal strengths and weaknesses, and EFAS (External Factor Analysis Summary) to assess external opportunities and threats. Each factor is assigned a weight and rating to determine the strategic position of the organization. The results are then used to formulate SO (Strength–Opportunity), WO (Weakness–Opportunity), ST (Strength–Threat), and WT (Weakness–Threat) strategies, which serve as a foundation for improving HRM practices and employee performance in CV 06 Production.

Results and Discussion

Employee Performance Assessment

1. Of the 15 employees, 93.33% were assessed as performing well, 6.67% as adequate, and 0% as poor.
2. During 2021–2024, there was a significant increase in performance, especially post-pandemic.
 - A. 2021: Pandemic adaptation period, many obstacles (good performance 66.67%).
 - B. 2022: Reconstruction period, starting to improve (good performance 80%).
 - C. 2023: Work system balancing period (good performance 86.67%).
 - D. 2024: Stabilization period, 100% of employees performing well, without violations.

Interview Results (Informants: Director & Project Officer)

1. Recruitment

- A. Using internal recruitment to recruit candidates whose performance is already known.
 - B. Emphasize cultural and interpersonal fit, not just technical skills.
2. Training and Development
 - A. It is done based on experience and direct monitoring during the event.
 - B. The goal is to improve employees' technical skills and confidence.
 3. Compensation and Rewards
 - A. Compensation is fair and project-based, provided to both internal and freelance employees.
 - B. Non-financial rewards such as recognition and thanks are also motivating.
 4. Engagement and Communication
 - A. Open and participatory communication is implemented in decision making.
 - B. The reporting system is carried out verbally and non-verbally (HT, online messages), preventing misunderstandings during the event.
 5. Organizational culture
 - A. A collaborative, adaptive, and innovative work culture is implemented to support productivity under pressure.
 - B. Encourage exploration of ideas, rapid decision making, and respect for diversity.
 6. Performance assessment
 - A. Assessments are conducted periodically and are project-based (pre-event, during the event, and after the event).
 - B. Used to provide constructive feedback and bonuses according to job description.

Effective HR implementation has been proven to contribute to improved employee performance at CV 06 Production. An internal recruitment system, experience-based training, open communication, a collaborative culture, and a transparent assessment system create a productive work environment and support employee development.

Observation Results

To obtain a realistic picture of human resource management (HRM) implementation and employee performance, researchers conducted direct observations of activities at CV 06 Production. The observations focused on recruitment, training, compensation, communication, organizational culture, and performance appraisals.

Table 1. Dimensions of Observation Results Observed

No	Dimensions	Observed Aspects
1	Recruitment	Based on work experience; interview by Project Officer; contract system according to event duration
2	Training	Conducted post-event; learn from PIC; no official module yet
3	Compensation	Based on event position and margin; there is no written award system yet
4	Communication	Intensive during the event; good inter-division communication; using WhatsApp & HT
5	Organizational culture	Family atmosphere; flexible but bound by SOP; individual initiative is valued
6	Performance assessment	Transparent evaluation; used as a basis for development; not yet officially documented



HR implementation is practical and functional, but unstructured. Informal training, a suboptimal compensation system for long-term motivation, adaptive communication, a flexible work culture, and performance appraisals are not systematically documented.

Documentation



Figure 1. Director Interview

An interview with Mr. Faisal Fersdiansyah highlights the company's strategy in managing HR pragmatically with a family approach.



Figure 2. Project Officer Interview

Discussion with Project Officer Kevin Andrian describes field challenges, team communication, and policy execution.



Figure 3. Internal Meeting

The internal meeting emphasized the importance of technical coordination between divisions for the smooth implementation of the event project.



Figure 4. Meeting with the Regional Police Chief

Security coordination activities demonstrate the involvement of external stakeholders and the active role of management in ensuring the smooth running of large-scale events.

SWOT Analysis

Table 2. Internal Factors – IFAS

Strength (S)	Weight x Rating
Quick problem solving	0.45873



Strength (S)	Weight x Rating
Professionalism & friendly attitude	0.46718
On-time service	0.46718
Weakness (W)	Weight x Rating
There is no HR division	0.45035
Freelance assessments are not objective	0.45035
Dependence on internal	0.22301

Total IFAS Score: 5.18

Table 3. External Factors – EFAS

Opportunity (O)	Weight x Rating
Technology supports efficiency	0.42416
Cooperation with agencies	0.45741
Threat (T)	Weight x Rating
Many competing EO	0.47451
Inconsistent freelance	0.41604

Total EFAS Score: 4.62

Grand Strategy Matrix

Table 4. Recapitulation of IFAS and EFAS

Factor	Mark
Strength (S)	2.28
Weakness (W)	1.80
Opportunity (O)	1.92
Threat (T)	1.75

Strategic Position: Quadrant I (Aggressive Strategy) The company is in a favorable position with dominant internal strengths and potential external opportunities.

SWOT Matrix

SO Strategy (Strength - Opportunity)

1. S1-O1: Human resource development to maintain client trust.
2. S2-O2: Professionalism is used as a strength to build cooperation.
3. S3-O3: Effective communication for community network development.
4. S4-O4: Technology integration in services.
5. S5-O5: Optimize rapid response for government program access.

WO Strategy (Weakness - Opportunity)

1. Form an HR division to maintain client trust.
2. Build an objective performance evaluation system.
3. Use the EO community as a training and development tool.

ST Strategy (Strength - Threat)

1. Use superior service to beat competitors.
2. Maintain freelance quality through team mentoring.
3. Reduce the risk of burnout with quick response & SOP.



WT Strategy (Weakness - Threat)

1. The HR structure is strengthened to minimize dependency.
2. Train freelancers regularly.
3. Performance appraisal documentation to reduce unbalanced workload.

Discussion

This study analyzes the influence of human resource management (HRM) implementation on employee performance at CV 06 Production, an event organizer company, using a qualitative approach and SWOT analysis.

Key findings:

1. HR is running functionally but not yet systematically.
2. Freelance recruitment is still closed and undocumented.
3. Training and performance evaluation are not yet structured.
4. However, the team's performance was quite good, judging by client loyalty and event success.

SWOT Analysis:

1. Strengths: Competent team, effective communication, professional attitude.
2. Weaknesses: No HR division, work evaluation is not objective, risk of overwork.
3. Opportunities: Long-term cooperation opportunities, client trust, technology support.
4. Threats: High competition, inconsistent freelance quality, risk of burnout.

Strategy based on SWOT:

1. SO: Use the power of the team to expand the network and adopt new technologies.
2. WO: Establish an HR division and performance evaluation system based on external opportunities.
3. ST: Rely on communication and professionalism to face competition and freelance quality risks.
4. WT: Improve HR structure and work distribution to prevent turnover and burnout.

SWOT helps companies understand their strategic position and formulate more professional HR development policies, as a basis for medium-term planning to increase competitiveness in the EO industry.

Conclusion

This study found that the implementation of human resource management (HRM) at CV 06 Production remains informal and functional, with internal strengths such as team competence, effective communication, and prompt problem-solving supporting strong employee performance (93.33% rated good in 2024). A SWOT analysis placed the company in the aggressive strategy quadrant (IFAS score of 5.18 and EFAS score of 4.62), highlighting opportunities such as agency collaboration and technology, despite weaknesses in the organizational structure such as the absence of a dedicated HR division and non-objective freelance performance appraisals. However, limitations of the study include a descriptive qualitative approach that relies on limited primary data from 15 employees and field observations, resulting in less generalizability to other event organizer companies, and a lack of quantitative data to measure the direct impact on customer satisfaction.

Practical implications include recommendations for formalizing HR through the establishment of a dedicated division, structured recruitment and training SOPs, and a KPI-based evaluation system to improve retention and productivity. For future research, it is recommended to adopt a mixed-methods approach with a larger sample size, regression analysis for the causal relationship between HR and performance, and cross-company comparisons in the Palembang MICE industry to empirically test SWOT strategies.

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