E-ISSN: 3090-6962

JOURNAL OF CENTER FOR ENERGY POLICY AND HUMAN RESOURCES CAPACITY DEVELOPMENT (JCEPHRCD) Vol 2 No. 1

Strategic Planning for Improving Employee Performance Solution Team at Information Technology Company in Jakarta

[1]Astri Ayudia Wibowo, [2]Luki Karunia, [3]Rathoyo Rasdan

[1, 2, 3]Postgraduate Student, Faculty of Economics and Business, Universitas Prof. Dr. Moestopo (Beragama), Jakarta.

Correspondent Author: astriayudiaw@gmail.com

Abstract

This study aims to formulate a comprehensive strategy for improving team performance through structured human resource planning and standardized operational procedures. PT XYZ, a company specializing in data analytics and artificial intelligence, faces performance challenges within its Solution Team due to uneven competency levels and workload distribution. A qualitative research approach was employed, using Focus Group Discussions (FGD) with senior and middle managers as the primary data collection method. The analysis proceeded through three sequential stages: (1) mapping internal human resource elements using the HR Model Canvas, (2) identifying and developing strategic alternatives through the SOAR (Strengths, Opportunities, Aspirations, Results) framework, and (3) evaluating and prioritizing strategies using the Quantitative Strategic Planning Matrix (QSPM). Findings reveal that the “Cross-Training Presales” strategy achieved the highest attractiveness score (4.46) and was established as the top priority. This strategy effectively addresses skill gaps, balances workload distribution, and enhances service quality consistency. The study contributes theoretically by demonstrating the complementary use of HR Model Canvas, SOAR, and QSPM as an integrated framework for strategic performance management. Practically, it provides actionable guidance for PT XYZ and similar technology-based firms to design measurable and standardized work plans that sustain employee and team performance improvement.

Keywords: Strategic Management, Performance Improvement, Human Resource Model Canvas, SOAR Analysis, QSPM, Information Technology Industry

Citation: Wibowo, Astri Ayudia; Kurnia, Luki; Rasdan, Rathoyo; **Strategic Planning for Improving Employee Performance Solution Team at Information Technology Company in Jakarta.,** E-ISSN: 3090-6962 Vol 2 Number 1 Page 178 - 189

E-ISSN: 3090-6962

Background

In today's highly competitive digital economy, technology companies are required to maintain superior and adaptive human resources that can continuously contribute to innovation and value creation. The rapid pace of digital transformation and the proliferation of software-based business models have increased competition within the information technology (IT) sector, particularly among firms specializing in data analytics and artificial intelligence. Such developments demand strategic alignment between business objectives and human resource management practices to ensure sustainable performance and organizational agility.

PT XYZ is an Indonesian technology company established in 2016, providing digital transformation solutions through data analytics and artificial intelligence services. The company's Solution Team, which plays a pivotal role in supporting presales and technical design processes, faces key challenges related to performance consistency, skill gaps, and workload distribution. The absence of a standardized strategic work plan has resulted in varying levels of service quality and reduced overall team effectiveness. To address these issues, a structured and evidence-based strategy is needed to enhance both individual and collective performance outcomes.

This study focuses on formulating a performance improvement strategy for the Solution Team by integrating three complementary strategic management tools: the Human Resource (HR) Model Canvas, SOAR Analysis, and the Quantitative Strategic Planning Matrix (QSPM). Through this integrated approach, the study seeks to develop a standardized, measurable, and sustainable framework for improving the performance of technology-driven teams.

Literature Review

Strategic Management

Strategic management emphasizes the integration of organizational objectives with internal resources to achieve sustainable competitive advantage. Wheelen and Hunger (2012) define strategic management as a continuous process of formulating, implementing, and evaluating decisions that enable organizations to align internal strengths with external opportunities. Through this alignment, organizations can effectively adapt to dynamic market conditions and maintain long-term success.

Porter (1980) identifies three generic strategies, cost leadership, differentiation, and focus as key approaches for achieving superior performance relative to competitors. Each requires a clear understanding of the organization's internal resources and capabilities. From a resource-based perspective, Barney (1991) explains that sustainable competitive advantage depends on resources that are valuable, rare, inimitable, and well-organized (VRIO). Human capital is among the most strategic of these resources, particularly in knowledge-intensive organizations, because it supports innovation, adaptability, and problem-solving.

Within the human resource domain, Ulrich (1997) conceptualizes Strategic Human Resource Management (SHRM) as the alignment of HR practices and policies with

E-ISSN: 3090-6962

organizational strategy to create long-term value. He identifies HR's strategic roles as partner, change agent, employee champion, and administrative expert, each contributing to strategic agility and performance. Boxall and Purcell (2011) expand this perspective by distinguishing between hard HRM, which focuses on control, measurement, and performance outcomes, and soft HRM, which emphasizes employee engagement, learning, and development. In the context of technology organizations, both perspectives are critical: hard HRM ensures efficiency and accountability, while soft HRM fosters creativity and innovation. The integration of these approaches enables organizations to remain agile in responding to technological and market changes.

Performance Management and Employee Competency

Performance management serves as a framework for improving individual and team contributions toward organizational objectives. Armstrong and Baron (2005) define performance management as a strategic and integrated process aimed at delivering sustained organizational success through the improvement of employee performance and development. The process involves goal alignment, continuous feedback, and performance evaluation that links individual efforts to strategic priorities.

Locke and Latham's (1990) Goal-Setting Theory reinforces this concept by emphasizing that specific, measurable, and challenging goals lead to higher levels of performance, provided they are supported by consistent feedback and employee commitment. Clear objectives help direct effort, sustain motivation, and encourage self-regulation.

In knowledge-based organizations such as PT XYZ, where the Solution Team operates within fast-changing domains of AI and data analytics, employee competency is a key determinant of success. Competency frameworks provide a structured means of identifying the technical, interpersonal, and cognitive skills necessary for high performance. They enable management to address skill gaps, design targeted training programs, and ensure that talent development aligns with strategic goals. In project-oriented teams, such as presales or solution specialists, competency-based management also enhances collaboration, workload balance, and cross-functional adaptability—factors critical for maintaining client satisfaction and innovation capability**.**

HR Model Canvas, SOAR, and QSPM Framework

The HR Model Canvas, adapted from Osterwalder et al. (2014), serves as a visual tool to design and evaluate HR strategies across nine interconnected components, including value proposition, key activities, key resources, stakeholder relationships, and cost structure. This framework facilitates the alignment between HR initiatives and business objectives by illustrating how HR contributes to organizational value creation. In the case of PT XYZ, the HR Model Canvas helps identify critical areas such as skill development, performance metrics, and team collaboration that directly influence employee performance.

The SOAR analysis developed by Stavros and Hinrichs (2009) offers a positive, strength-based alternative to traditional SWOT analysis. By focusing on Strengths, Opportunities, Aspirations, and Results, SOAR encourages organizations to build strategies around what works best rather than solely addressing deficiencies. This approach fosters shared vision, collaboration, and innovation—particularly relevant in technology-driven companies where change and adaptability are constant.

E-ISSN: 3090-6962

Finally, the Quantitative Strategic Planning Matrix (QSPM) proposed by David (2011) provides a systematic tool to prioritize strategic alternatives using a quantitative approach. It translates insights from internal (IFE) and external (EFE) evaluations into numerical attractiveness scores, allowing for objective comparison among competing strategies. The integration of HR Model Canvas, SOAR, and QSPM establishes a coherent strategic process: HR Model Canvas serves to diagnose internal value and capability structures, SOAR translates insights into aspirational strategies, and QSPM validates the most effective strategic priorities through quantitative analysis.

Together, these frameworks support a comprehensive and evidence-based approach to HR strategy formulation, enabling organizations to improve employee performance while maintaining alignment with business objectives.

Research Methods

This study adopts a qualitative descriptive design supported by quantitative prioritization through the QSPM method. The research aims to formulate and evaluate strategic alternatives to improve employee performance within the Solution Team of PT XYZ. The approach integrates three complementary frameworks, HR Model Canvas, SOAR Analysis, and Quantitative Strategic Planning Matrix (QSPM) to ensure comprehensive analysis across diagnosis, design, and decision stages.

The HR Model Canvas was first used to diagnose internal HR structures, processes, and value creation mechanisms. The SOAR framework then facilitated participatory strategy design through appreciative inquiry, focusing on organizational strengths, opportunities, aspirations, and results. Finally, QSPM enabled the quantification and prioritization of alternative strategies to determine those most aligned with organizational goals and resource capacity. This multi-framework design aligns with the strategic management process proposed by Wheelen and Hunger (2012), which emphasizes sequential formulation, implementation, and evaluation of strategies, supported by Barney's (1991) resource-based view that highlights the role of human capital as a source of sustained competitive advantage.

Participants consisted of key internal stakeholders who possess direct knowledge of the team's performance and strategic direction. These included:

- The Vice President of Solution, who oversees strategy formulation and team management;
- The Team Lead (Head of Solution Team), responsible for operational coordination;
- Senior and junior presales specialists, who contribute to solution development and client support;
- Representatives from Sales and Partnership divisions, who interact with the Solution Team during project acquisition.

The data analysis followed a three-phase approach corresponding to each analytical tool:

1. Phase 1 – HR Model Canvas Analysis:
   Data from interviews and documents were mapped into nine elements of the HR Model Canvas, identifying key HR activities, resources, value propositions, and challenges related to employee performance. This stage served as the diagnostic foundation of the research.
2. Phase 2 – SOAR Analysis: Based on Stavros and Hinrichs (2009), SOAR analysis was conducted collaboratively during FGDs. Participants identified the

E-ISSN: 3090-6962

team's strengths, external opportunities, future aspirations, and measurable results. This approach enabled collective reflection and the formulation of strategic directions that emphasize empowerment rather than problem-fixing.

3. Phase 3 – QSPM Analysis: Following David's (2011) method, internal and external factors were quantified through IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) matrices. Each factor received a weight (0.0–1.0) and a rating (1–4) based on importance and effectiveness. The resulting total scores were then used as inputs for the QSPM, where each strategic alternative was assigned an Attractiveness Score (AS). The Total Attractiveness Score (TAS) was calculated to rank strategies according to their relative priority.

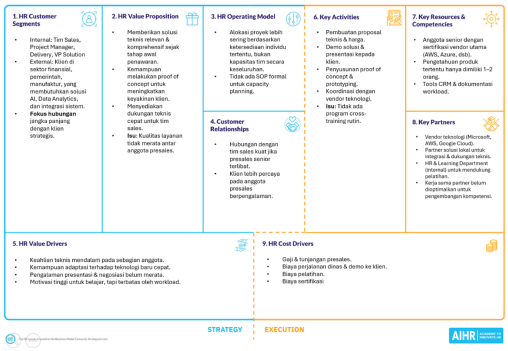
This combination of qualitative exploration (Canvas, SOAR) and quantitative evaluation (QSPM) ensures methodological rigor and practical relevance. The process supports Ulrich's (1997) argument that HR should act as a strategic partner capable of linking people decisions with business outcomes.

Discussion

The HR Model Canvas identified the Solution Team's primary value proposition as delivering reliable technical presales support to clients while maintaining service consistency and solution quality. Below the HR Model Canvas result based on FGD session:

Figure 1

HR Model Canvas



Source: Processed by Researchers

However, analysis revealed competency gaps across roles, limited knowledge sharing, and overlapping responsibilities between presales and product development teams. The Key Activities section emphasized the need for structured competency development and workload standardization. Meanwhile, Key Resources such as skilled human capital and access to updated AI/analytics knowledge were recognized as critical performance enablers.

Through FGD discussions and HR Model Canvas result, the Solution Team leaders and executives collaboratively mapped the team's *Strengths*, *Opportunities*, *Aspirations*, and *Results*. The SOAR framework encouraged positive, forward-looking dialogue rather than focusing solely on deficiencies.

E-ISSN: 3090-6962

Table 1

SOAR Attribute

Dimension	Code	Attribute
Strengths	S1	Deep technical expertise among some senior members.
	S2	Strong adaptability to new technologies (AI, Data Analytics).
	S3	High learning motivation and initiative among most team members.
	S4	Good technical communication skills among senior presales members.
	S5	Experience in handling strategic and complex projects.
Opportunities	O1	Rapid growth of AI and data analytics technologies in the market.
	O2	Increasing market demand for integrated solutions.
	O3	Availability of free or subsidized training and certification opportunities from vendors.
	O4	Potential for stronger collaboration with technology partners for knowledge sharing.
Aspirations	A1	Equalize technical competencies across all Solution team members.
	A2	Implement regular cross-training among presales members.
	A3	Develop a capacity planning SOP based on skill mapping.
	A4	Become strategic advisors, not just technical proposal providers.
	A5	Ensure all team members are certified by key technology vendors.
Results	R1	Balanced workload distribution aligned with each member's capacity.
	R2	Consistent proposal and solution quality across all members.
	R3	Faster response time to sales and client needs.
	R4	Increased project success rate and deal closing performance.
	R5	Improved internal (sales, PM) and external (client) satisfaction.

The SOAR analysis revealed that the team's existing strengths, technical depth and collaboration could serve as the foundation for its aspirational goal. The focus on becoming a "strategic advisor" aligns with *soft HRM* principles (Boxall & Purcell, 2011) emphasizing empowerment, learning, and innovation. This also supports Armstrong and Baron's (2005) performance management theory, which links individual growth to organizational excellence. By leveraging opportunities in the expanding data analytics market, the Solution Team can position itself as a partner in value creation rather than a purely operational function.

After gather the SOAR attribute, next, researcher run the IFE & EFE Matrix Analysis which result

Table 2

IFE Matrix

Internal Factors	Weight	Rating	Score
Strengths			
S1 – Deep technical expertise among some senior members	0.15	4	0.6
S2 – Quick adaptability to new technologies (AI, Data Analytics)	0.1	3	0.3
S3 – High learning motivation and initiative among most members	0.15	4	0.6
S4 – Good technical communication skills among senior presales	0.1	3	0.3
S5 – Experience handling strategic and complex projects	0.1	3	0.3
Aspirations			
A1 – Equalizing technical competencies across all Solution team members	0.15	4	0.6
A2 – Implementing regular cross-training among presales	0.05	2	0.1
A3 – Developing capacity planning SOP based on skill mapping	0.1	4	0.4
A4 – Becoming strategic advisors, not just technical proposal providers	0.05	3	0.15
A5 – Ensuring all team members are certified by major vendors	0.05	2	0.1
Total IFE Score	**1**		**3.45**

The total weighted score of 3.45 indicates a strong internal condition, meaning the Solution Team's strengths substantially outweigh its weaknesses. These internal capabilities provide a solid foundation for strategy execution, especially through structured training and competency standardization. And for the EFE Matrix shown below

E-ISSN: 3090-6962

Table 3

EFE Matrix

External Factors	Weight	Rating	Score
Opportunities			
O1 – Rapid growth of AI and data analytics technology in the market	0.2	3	0.6
O2 – Increasing market demand for integrated solutions	0.18	3	0.54
O3 – Training and certification opportunities from vendors offered for free or subsidized	0.15	3	0.45
O4 – Potential for closer collaboration with technology partners for knowledge sharing	0.12	4	0.48
Results			
R1 – Balanced workload distribution according to members' capacity	0.15	3	0.45
R2 – Consistent proposal and solution quality among all members	0.05	3	0.15
R3 – Faster response time to sales and client needs	0.05	3	0.15
R4 – Increased project success rate and deal closing	0.05	3	0.15
R5 – Improved internal (sales, PM) and external (client) satisfaction	0.05	3	0.15
Total EFE Score	**1**		**3.12**

The IFE score (3.45) and EFE score (3.12) together suggest that PT XYZ's Solution Team is in a strong position internally and facing an attractive external environment. The IFE EFE Matrix then will be mapping into IE Matrix as shown below.

Figure 2

IE Matrix

		Skor IFE (3.45)		
		Kuat (3-4)	Sedang (1 - 2,99)	Lemah (1-1,99)
Skor EFE (3.12)	Tinggi (3-4)	**Grow & Develop**	Grow & Develop	Stability
	Sedang (1 - 2,99)	Grow & Develop	Stability	Sale & Divest
	Rendah (1-1,99)	Stability	Sale & Divest	Sale & Divest

According to David (2011), when both scores exceed 2.5, the organization is classified in the "growth and develop" quadrant, meaning it should pursue aggressive development strategies.

The SOAR (Strengths, Opportunities, Aspirations, and Results) framework converts internal and external insights into actionable strategic directions. It focuses on leveraging what the organization already does well and the opportunities it can pursue to achieve future aspirations (Stavros & Hinrichs, 2009). Based on Focus Group Discussion (FGD) results, the integration of IFE and EFE findings produced the following SOAR strategy map.

Figure 3

SOAR Strategies

	Strength	Opportunity
	S–A Strategies	**O–A Strategies**
Aspiration	• Transformation of Presales role into Strategic Advisor (S1, S2, S3, S4, S5 & A1, A2, A4) • Structured Competency & Certification Development Program (S3 & A5) • Capacity Planning & Resource Reallocation SOP (S5 & A3) • Cross-Training among Presales Members (S1, S3 & A2)	• Strengthen Collaboration with Technology Partners (O4 & A2) • Standardize Solution & Proposal Methodology (O2 & A4) • Capacity Planning & Resource Reallocation SOP (O5 & A3) • Structured Competency & Certification Development Program (O3 & A5)
	S–R Strategies	**O–R Strategies**
Result	• Digitization of Presales Work Processes (S2, S4, S5 & R3, R1) • Transformation of Presales Role into Strategic Advisor (S4, S5 & R5) • AI and Data Analytics-Based Solution Innovation (S2, S1 & R2, R4)	• Standardize Solution & Proposal Methodology (O2 & R2) • Strengthen Collaboration with Technology Partners (O4 & R5) • Capacity Planning & Resource Reallocation SOP (O5 & R1, R3) • Cross-Training among Presales Members (O3 & R3, R5)

From the SOAR matrix, four major strategic themes emerged:

1. Transformation of Presales into Strategic Advisor: Leveraging existing strengths (S1–S5) to fulfill the team's aspiration (A1, A2, A4) of becoming a consultative partner rather than a purely technical support unit.
2. Competency and Certification Development Program: Building structured, tiered learning paths and leveraging vendor training subsidies (O3, A5) to close skill gaps and equalize technical capabilities.

E-ISSN: 3090-6962

3. Capacity Planning and Resource Reallocation SOP: Formalizing workload balancing using skill mapping to enhance efficiency (A3, O5, R1, R3).

4. Cross-Training and Knowledge Sharing: Institutionalizing knowledge transfer among presales staff to maintain agility and prevent single-point dependency (S1, S3, O3, R3).

These strategies collectively formed the strategic input for QSPM prioritization, enabling quantitative evaluation of which actions deliver the highest organizational impact.

After determining alternative strategies in the previous SOAR Matrix mapping, a brainstorming process was conducted brainstorming session in the FGD on Tuesday, August 5, 2025, to determine the strategic focus and its weighting on the SOAR elements targeted for improving the performance of the Solution Team. With the same resource person, it was determined that the strategic focus for quantitative processing using QSPM is as follows:

a. Cross-Training among Presales Members (S8)
b. Capacity Planning & Resource Reallocation SOP (S7)

Next, the weighting was assigned and distributed across all items based on their level of significance to the two selected strategies. The total weight would be 1. The result of QSPM Assessment shown below.

Table 4

QSPM Matrix

Factor	Weight	Capacity Planning SOP (S7)		Cross-Training Presales (S8)	
Strengths (Internal)		**AS**	**TAS**	**AS**	**TAS**
S1 – Senior technical expertise	0.1	3	0.3	4	0.4
S2 – Adaptability to new technologies	0.08	3	0.24	3	0.24
S3 – High learning motivation	0.07	3	0.21	4	0.28
S4 – Good technical communication	0.05	3	0.15	4	0.2
S5 – Project experience	0.05	4	0.2	3	0.15
Opportunities (External)					
O1 – Growth of AI & data technology	0.1	3	0.3	3	0.3
O2 – Increasing demand for integrated solutions	0.08	3	0.24	4	0.32
O3 – Training & certification opportunities	0.07	3	0.21	4	0.28
O4 – Partner collaboration potential	0.06	2	0.12	3	0.18
O5 – Expansion of new markets	0.05	4	0.2	3	0.15
Aspirations (Internal)					
A1 – Equalizing competencies	0.08	3	0.24	4	0.32
A2 – Routine cross-training	0.07	4	0.28	4	0.28
A3 – SOP for capacity planning	0.06	4	0.24	3	0.18
A4 – Becoming a strategic advisor	0.05	3	0.15	3	0.15
A5 – All members certified	0.04	3	0.12	4	0.16
Results (Internal)					
R1 – Balanced workload distribution	0.06	4	0.24	4	0.24
R2 – Consistent proposal quality	0.05	3	0.15	4	0.2
R3 – Faster response time	0.05	3	0.15	3	0.15
R4 – Higher project success & deal closing rate	0.04	3	0.12	3	0.12
R5 – Improved internal & external satisfaction	0.04	3	0.12	4	0.16
Total Score	**1**		**3.98**		**4.46**

The analysis revealed that **Cross-Training Presales** is the most strategic initiative. It directly addresses skill imbalances, reduces dependency on specific team members, and enhances collaboration between technical and sales functions. This finding is consistent with Locke and Latham's (1990) Goal-Setting Theory, which emphasizes structured, measurable objectives as key drivers of motivation and performance.

The second priority, **Resource Allocation SOP**, reinforces efficiency and fairness by formalizing workload distribution. The third strategy, **Knowledge Management Platform**, supports continuous learning and organizational memory, which complements Ulrich's (1997) *HR Champion* model emphasizing HR's role as a knowledge enabler.

E-ISSN: 3090-6962

The integration of HR Model Canvas, SOAR, and QSPM provided a systematic and evidence-based strategic process. Each framework played a distinct role:

- **HR Model Canvas** identified structural and capability-related performance issues.
- **SOAR Analysis** reframed those issues into growth-oriented opportunities.
- **QSPM** provided quantitative validation for strategic prioritization.

The findings support the argument by Wheelen and Hunger (2012) that strategy formulation should combine qualitative insights and quantitative evaluation to ensure coherence and feasibility. Moreover, the strength-based approach of SOAR aligns with positive organizational scholarship, which encourages leveraging internal potential rather than focusing on weaknesses.

The *Cross-Training Presales* initiative reflects both hard and soft HRM integration. It requires operational structure (*hard HRM*) but simultaneously promotes empowerment and knowledge sharing (*soft HRM*). This balance is essential in knowledge-based IT firms, where agility and innovation are key competitive factors.

From a managerial perspective, this study demonstrates that HR tools traditionally used in corporate planning, can effectively guide micro-level human capital decisions. By combining visualization (Canvas), appreciation (SOAR), and quantification (QSPM), PT XYZ successfully translated complex human dynamics into actionable strategies.

Conclusion

This research developed an integrated strategic framework to improve employee performance in the Solution Team of PT XYZ by combining **HR Model Canvas**, **SOAR**, and **QSPM** methodologies. The results demonstrate that this combination provides both analytical depth and practical guidance for human resource–based strategic decision-making in technology-oriented organizations.

The IFE Matrix (3.45) indicated that the team possesses strong internal capabilities, particularly technical expertise, adaptability, and collaboration while the EFE Matrix (3.12) revealed that the external environment presents attractive opportunities for growth in AI and data analytics solutions. These results position the organization within the “grow and develop” quadrant, suggesting an aggressive development strategy.

The SOAR analysis translated internal and external insights into future-oriented strategic initiatives, emphasizing transformation, collaboration, and capability development. Four main strategy clusters were derived:

1. Transformation of the Presales role into a Strategic Advisor.
2. Competency and Certification Development Program for skill equalization.
3. Capacity Planning and Resource Reallocation SOP to balance workload and optimize resources.
4. Cross-Training and Knowledge Sharing to strengthen team agility and reduce dependency on individuals.

E-ISSN: 3090-6962

The QSPM results identified *Cross-Training Presales* as the most attractive strategy (TAS = 4.46), followed by *Resource Allocation SOP* (4.21) and *Knowledge Management Platform* (3.88). This finding confirms that capacity development and structured processes are the most effective levers for improving performance in knowledge-based teams.

Theoretically, this study enriches strategic HRM and performance management literature by demonstrating how visual (HR Model Canvas), appreciative (SOAR), and quantitative (QSPM) frameworks can be integrated into a coherent, evidence-based decision process. Practically, it provides a replicable model for technology firms seeking to align employee performance improvement with organizational strategy.

For the managerial recommendations, there are:

1. Implement the Cross-Training Presales Program as a formal HR initiative, with defined learning modules, rotation schedules, and outcome-based evaluations.
2. Institutionalize a Capacity Planning SOP using skill mapping to allocate workloads effectively and prevent burnout or role overlap.
3. Develop a structured certification roadmap in partnership with technology vendors to enhance technical credibility and market competitiveness.
4. Conduct semi-annual SOAR review workshops to update team aspirations and ensure ongoing alignment with strategic goals.
5. Build a knowledge management system to capture best practices, client feedback, and internal learning outcomes.

For Next Research Recommendations, Future studies should explore quantitative validation of the proposed framework by linking HR strategic initiatives to measurable performance indicators such as productivity, employee engagement, or client satisfaction. Comparative studies across different technology companies could also enhance generalizability.

Reference

Armstrong, M., & Baron, A. (1998). Performance management: The new realities. Institute of Personnel and Development.

Armstrong, M., & Baron, A. (2005). Managing performance: Performance management in action. CIPD. Barney, J. (1991). Firm resources and sustained competitive advantage. Journal of Management, 17(1), https://doi.org/10.1177/014920639101700108 99–120.

Boxall, P., & Purcell, J. (2011). Strategy and human resource management (3rd ed.). Palgrave Macmillan.

Chermack, T. J. (2011). Scenario Planning in Organizations: How to Create, Use, and Assess Scenarios. Berrett-Koehler Publishers.

Creswell, J. W. (2014). Research design: Qualitative, quantitative, and mixed methods approaches (4th ed.). SAGE Publications.
David, F. R. (2011). Strategic management: Concepts and cases (13th ed.). Prentice Hall.
Fred R. David, & Forest R. David. (2017). Strategic management: A competitive advantage approach, concepts and cases (16th ed.). Pearson.
Handayani, S., Kartika, A., & Rahmawati, I. (2023). Pengembangan keunggulan kompetitif sebagai strategi peningkatan kinerja 96 organisasi berkelanjutan. Jurnal Manajemen dan Bisnis, 15(1), 45 59.
Hersey, P., Blanchard, K. H., & Johnson, D. E. (1996). Management of organizational behavior: Utilizing human resources (7th ed.). Prentice Hall.
Iskandar, D. (2018). Strategi peningkatan kinerja perusahaan melalui pengelolaan sumber daya manusia dan kepuasan kerja dan dampaknya terhadap produktivitas karyawan. Jurnal Ekonomi & Manajemen, 19(2), 112–126.
Kaplan, R. S., & Norton, D. P. (1996). The balanced scorecard: Translating strategy into action. Harvard Business Press.
Kurnia, F. (2016). Manajemen sumber daya manusia dalam praktik. Pustaka Edu.
Locke, E. A., & Latham, G. P. (1990). A theory of goal setting & task performance. Prentice-Hall.
Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation. American Psychologist, 57(9), 705 717. https://doi.org/10.1037/0003-066X.57.9.705
McKergow, M., & Clarke, J. (2007). Appreciative Inquiry Made Simple. Thin Book Publishing Company.
Mintzberg, H., Ahlstrand, B. W., & Lampel, J. (1998). Strategy safari: A guided tour through the wilds of strategic management. Free Press.
Mustaniroh, S., et al. (2024). Analysis of apple chips business development strategies using business model canvas approach and SOAR-AHP method. Journal of Business Strategy and Innovation, 6(1), 33–45.
Osterwalder, A., & Pigneur, Y. (2010). Business model generation: A handbook for visionaries, game changers, and challengers. Wiley.
Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2014). Value proposition design: How to create products and services customers want. Wiley.
Pearce, J. A., & Robinson, R. B. (2013). Strategic management: Planning for domestic & global competition (13th ed.). McGraw-Hill Education.
Porter, M. E. (1980). Competitive strategy: Techniques for analyzing industries and competitors. Free Press.
Porter, M. E. (1985). Competitive advantage: Creating and sustaining superior performance. Free Press.
Robbins, S. P., & Coulter, M. (2004). Management (7th ed.). Prentice Hall.

Schuler, R. S., & Jackson, S. E. (1987). Organizational strategy and organizational level as determinants of human resource management practices. Human Resource Planning, 10(3), 125–141.

Stavros, J. M., & Hinrichs, G. (2009). The thin book of SOAR: Building strengths-based strategy. Thin Book Publishing.

Sufiyan, A., Fitriani, D., & Jannah, R. (2021). Strategi kinerja karyawan untuk meningkatkan kinerja perusahaan pada PT Swadharma Sarana Informatika. Jurnal Administrasi Bisnis, 9(2), 55–68.

Suhartono, T., Lestari, H., & Nugraha, R. (2021). Strategi peningkatan kinerja dengan Importance Performance Analysis (IPA) dan analisis Strengths, Opportunities, Aspirations, Results (SOAR). Jurnal Ilmu Manajemen, 12(1), 1–12.

Ulrich, D. (1997). Human resource champions: The next agenda for adding value and delivering results. Harvard Business Review Press.

Wahunigsih, S., Mulyadi, & Zulfikar, A. (2021). Analisis strategi peningkatan kinerja karyawan pada CV. Santoso. Jurnal Manajemen Sumber Daya Manusia, 9(1), 22–30.

Whitney, D., & Trosten-Bloom, A. (2010). The Power of Appreciative Inquiry: A Practical Guide to Positive Change. Berrett-Koehler Publishers.

Wheelen, T. L., & Hunger, J. D. (2012). Strategic management and business policy: Toward global sustainability (13th ed.). Pearson Education.

Widodo, J. (2011). Manajemen sumber daya manusia. Pustaka Pelajar.