



The Effect of Business Strategy and Human Resource Development on Company Performance with Information Technology Implementation as an Intervening Variable

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ABSTRACT

This study aims to examine the impact of business strategy, human resource development (HRD), and information technology (IT) application on company performance, with a focus on pest control companies registered with the Indonesian Pest Control Association (ASPPHAMI). The research uses a quantitative approach and employs Structural Equation Modeling (SEM) to analyze the data. The findings reveal that business strategy positively influences company performance, and HRD significantly contributes to improving company performance. Additionally, the application of IT has a positive effect on both company performance and HRD. The study also demonstrates that IT application mediates the relationship between business strategy and company performance, as well as between HRD and company performance. These results highlight the importance of integrating IT into business strategies and HRD initiatives to enhance company performance. The research contributes to the theoretical understanding of the connections between these variables and offers practical recommendations for pest control companies to strengthen their strategic planning and IT adoption. Furthermore, the study suggests that future research should explore the long-term effects of these variables using longitudinal research methods.

INTRODUCTION

Business competition in Indonesia is becoming increasingly intense with globalization, technological advancements, and greater market openness. This situation demands that companies continuously improve their efficiency, effectiveness, and competitiveness. On the other hand, consumer expectations regarding product and service quality are rising, requiring companies to be more responsive to market needs. Optimal performance serves as a crucial foundation for companies to survive and grow amid these dynamics. Corporate performance is one of the critical aspects that determine the success and sustainability of an organization (Wahdiniawati et al., 2024). As Indonesia continues to develop as one of the largest markets in Southeast Asia, corporate performance plays a strategic role in supporting national economic growth. Well-performing companies are not only capable of creating value for shareholders but also contribute to job creation, innovation, and social and economic development. One industry that needs to enhance its performance is the pest control industry.

The pest control industry in Indonesia faces several challenges that affect overall corporate performance. From a financial perspective, many companies experience pressure due to intense price competition. To win the market, most service providers lower their prices, ultimately eroding profit margins. Additionally, high operational costs – such as investments in modern equipment, high-quality chemicals, and specialized training – pose an additional burden on companies. Dependence on seasonal projects also creates fluctuating revenues, making financial stability difficult to achieve (Fitri et al., 2021).

Corporate performance is a key factor in determining a company's success in achieving its goals and sustaining its business. Good performance is not only related to achieving financial targets but also includes operational efficiency, service quality, and customer satisfaction (Asriyanti, 2024). In an increasingly competitive business environment, optimal corporate performance is essential to creating a competitive advantage. Companies that can operate efficiently and effectively will find it easier to adapt to market changes, technology, and customer demands. With good performance, companies can maximize their resources, improve productivity, and generate sustainable profits (Parinsi & Musa, 2023).

Business strategy plays a crucial role for pest control companies in facing an increasingly competitive and dynamic market. Business strategy is a pattern or plan that integrates the company's main objectives or policies with a series of interrelated actions concerning general principles to achieve the company's mission (Lynch in Sutanto & Martomo, 2023). In the pest control industry, an effective business strategy ensures that companies can optimally manage resources, offer quality services, and remain competitive in an evolving market. With a clear and well-directed business strategy, companies can focus on long-term goals, such as improving operational efficiency, expanding market share, and maintaining customer satisfaction. This strategy includes aspects such as

target market determination, product and service development, and managing a professional and well-trained team (Samudra et al., 2023).

Human resource (HR) development also plays a crucial role for pest control companies, considering that the quality of services provided heavily depends on the skills and competencies of the workforce. HR development refers to efforts to enhance the quality or capabilities of employees within an organization through a planned process of education, training, and employee management to achieve optimal results (Notoatmodjo, 2018). In this industry, technicians and field staff must possess in-depth knowledge of pest control, the proper use of equipment and chemicals, as well as an understanding of health and safety regulations. Effective HR development ensures that employees acquire the necessary competencies to provide efficient, effective, and safe services for customers (Aji & Mala, 2024). Furthermore, HR development also includes improving technological skills, which are essential to ensuring that pest control companies can leverage the latest digital tools, such as internet-based pest monitoring systems, in their operations. Pest control companies with skilled, knowledgeable employees who stay updated with the latest pest control trends will find it easier to maintain a good reputation and gain customer trust (Ab et al., 2024). Therefore, continuous HR development is a key factor in enhancing company performance, maintaining competitiveness, and supporting the growth of pest control companies.

The implementation of information technology (IT) is also critical to the performance of pest control companies, as it enhances efficiency, effectiveness, and accuracy across all operational processes. According to Jogiyanto (2018), IT implementation involves employee behavior in using technology in accordance with their tasks, measured by how frequently the technology is utilized in various applications. In the pest control industry, IT enables companies to optimize resource management, monitor performance in real-time, and make smarter, data-driven decisions. With an integrated information system, companies can streamline service scheduling, track field technicians, and manage inventory of chemicals and equipment (Andani, 2023). This reduces the potential for human error, increases service speed, and optimizes resource utilization, ultimately contributing to overall company performance improvement. Additionally, IT implementation supports performance by enabling faster and more accurate decision-making (Prihandono & Amir, 2024). Thus, IT adoption not only accelerates the operations of pest control companies but also strengthens company performance in terms of responsiveness, resource management, and the achievement of long-term goals.

Research Objectives

The purpose of this research is to address various questions that constitute the main issues, ensuring that the research objectives align with the key points identified as problems in this study. The objectives of this research are:

1. To determine the effect of business strategy on company performance.
2. To determine the effect of human resource management development on company performance.
3. To determine the effect of information technology implementation on company performance.
4. To determine the effect of business strategy on information technology implementation.
5. To determine the effect of human resource management development on information technology implementation.
6. To determine the mediating effect of information technology implementation on the relationship between business strategy and company performance.
7. To determine the mediating effect of information technology implementation on the relationship between human resource management development and company performance.

LITERATURE REVIEW

Company Performance:

According to Yuliansyah (2020), company performance is the outcome achieved by a company within a specific period based on established standards. Company performance represents the level of success achieved by management in utilizing financial resources according to set standards or can be interpreted as an assessment of a company's management success in managing financial resources to maximize company value (Dwiastuti, 2017). The efficiency of company performance can be evaluated through financial performance using financial information presented in financial statements, as these statements provide insights into the company's condition (Fadrul et al., 2019). One of the methods for measuring organizational performance, according to Kaplan & Norton in Fabian & Prabandari (2024), Akbar (2024), and Soeseny et al. (2021), is through four interrelated key perspectives: the Financial Perspective, the Customer Perspective, the Internal Process Perspective, and the Learning and Growth Perspective.

Business Strategy:

The term "strategy" originates from the Greek word *stratēgos*, which can be translated as 'military commander' during the Athenian democracy era. According to Chandler in Zainudin et al. (2023), strategy refers to a company's long-term objectives and the formulation of the utilization and allocation of key resources to achieve these objectives. Meanwhile, Mahsuri & Nurjannah (2020) define strategy as a set of critical choices for planning and implementing a series of action plans and resource allocations essential for achieving goals and objectives, taking into account sustainable competitive, comparative, and synergistic advantages with an ideal long-term perspective for both individuals and organizations. According to Porter in Limantoro & Mustamu (2018), Kesumawati et al. (2023), and Isichei et al. (2024), there are three generic strategic

approaches commonly used to gain a competitive advantage in the service industry: Overall Cost Leadership, Differentiation, and Focus.

Human Resource Development:

In general, human resource (HR) development refers to activities conducted by companies to enhance the skills of their workforce. HR development involves acquiring knowledge, skills, and behaviors that can improve employees' ability to face job-related challenges. It can be described as a process of improving employees' technical, theoretical, conceptual, and moral skills through education and training. Additionally, HR development can be defined as an activity carried out by companies to enhance employee skills, making them more productive and capable of bringing about positive changes. According to Maysaroh (2022), Gustiana (2022), and Parwoto et al. (2024), HR development can be measured through several indicators, including Knowledge, Ability, Skill, and Attitude.

Information Technology (IT) Implementation:

Technology is the creation of objects intended to serve human needs and ideas. The term "information" (in English and Indonesian) originates from "to inform," meaning to notify (Siregar & Nasution, 2020). According to Maulida (2023), technology is a behavior, product, information, and new practices that are not yet widely known, accepted, and used or implemented by certain members of a community to encourage individual or collective change. According to Jurnal and Supomo (2017), the implementation of information technology in management tasks depends on how the technology is utilized. IT implementation in an organization can be measured through several indicators, including device availability, financial data management, and system maintenance (Jurnal & Supomo, 2017; Pebrianti & Triyanto, 2021; Apriliani, 2024).

RESEARCH GAP

According to Chandler in Zainudin et al. (2023), strategy refers to a company's long-term objectives and the formulation of the utilization and allocation of critical resources necessary to achieve these objectives. Meanwhile, company performance, according to Yuliansyah (2020), is the outcome achieved by a company within a specific period based on established standards. Business strategy determines the direction, priorities, and resource management approach to achieve the set objectives. A well-designed strategy can help companies improve performance in terms of efficiency, competitiveness, and success in achieving desired outcomes (Gunawana & Setyowati, 2023; Qinthara et al., 2020).

Human resources (HR) are the main assets that support the achievement of organizational goals. Human resource development (HRD) is an effort to enhance the quality or capabilities of employees within an organization through

planning processes, education, training, and employee management to achieve optimal results (Notoatmodjo, 2018). HR development includes various initiatives such as training, skill enhancement, career coaching, and motivation improvement, all aimed at enhancing company performance (Simbolon et al., 2021). HR development ensures that employees possess up-to-date knowledge and skills relevant to job demands, which positively impacts company performance (Agustini, 2023).

According to Jogiyanto (2018), the implementation of information technology (IT) includes employee behavior in using technology according to their tasks, measured by how frequently the technology is used in various applications. IT enables the automation of work processes previously done manually, such as data processing, inventory tracking, and project management. The integration of advanced IT, such as artificial intelligence and data analytics, can significantly contribute to company performance, particularly in decision-making and innovation in products and services (Dewi et al., 2024). According to Meirina & Dewi (2021), there is a positive impact of information technology on company performance.

Strategy determines the direction, priorities, and resource allocation to support the adoption and utilization of IT. When business strategies are designed with IT as an integral component, its implementation can be more effective and provide optimal impact on the organization (Pelletier & Raymond, 2024). A clear business strategy helps identify the most relevant technologies to support business objectives. For example, organizations with a differentiation strategy may focus on product innovation technology, while organizations with a cost-efficiency strategy may focus on process automation. A business strategy that supports digitalization will encourage IT integration into all operational aspects, such as production, marketing, and customer service (Ngambut et al., 2024).

HR is a key factor in utilizing technology effectively, as even the most advanced technology will not yield maximum results without skilled and competent users. Organizations also need to have an adaptive and responsive strategy to keep up with rapid changes in information technology. HR development is crucial to ensuring employees have IT-related expertise and continuously updated knowledge (Rahman et al., 2024).

HYPOTHESIS

- H1 : Business strategy has a positive effect on company performance.
- H2 : Human resource development has a positive effect on company performance.
- H3 : The implementation of information technology has a positive effect on company performance.
- H4 : Business strategy has a positive effect on the implementation of information technology.

H5 : Human resource development has a positive effect on the implementation of information technology.

H6 : The implementation of information technology mediates the effect of business strategy on company performance.

H7 : The implementation of information technology mediates the effect of human resource development on company performance.

Research Methodology

Table 1: Research Methodology

Research Design	Descriptive
Sample Method	Non-Probability - Convenient Sampling Method
Data Collection Method	Primary Method
Data Collection Method	Structured Questionnaire
Type Of Questions	Close Ended
Data Collection Mode	Online Through Google Form
Data Analysis Methods	Tables
Data Analysis Tools	SmartPLS 4 And Microsoft Excel
Sampling Size	172
Survey Area	Indonesia
Sampling Unit	Pest control companies registered with ASPPHAMI where each company is represented by a manager.

**Source: Author's compilation*

DEMOGRAPHIC SUMMARY

Table 2: Demography

Criteria	Number	%
Gender of Representatives		
Male	139	80.8
Female	33	19.2
Total	172	100
Representative Status		
Director	125	72.7
Manager	47	27.3
Total	172	100
Region		
DKI Jakarta	48	27.9
Banten	14	8.1
West Java	21	12.2
Central Java	9	5.2
East Java	18	10.5
Riau	4	2.3
North Sumatra	11	6.4
South Sulawesi	10	5.8
Bali	22	12.8

Lampung	15	8.7
Total	172	100.00

**Source: Author's compilation*

The majority of representatives in this sample are male, totaling 139 individuals or 80.8% of the total sample. Meanwhile, female representatives account for only 33 individuals or 19.2%. This indicates that male representation in this data is significantly more dominant compared to female representation. Most of the representatives in the sample hold the position of Director, with a total of 125 individuals or 72.7%. Meanwhile, representatives with the status of Manager amount to 47 individuals or 27.3%. This data reflects that the majority of representatives in the sample hold higher executive-level positions. The regional distribution of representatives in this sample shows that the region with the highest number of representatives is DKI Jakarta, with 48 individuals (27.9%), followed by Bali with 22 individuals (12.8%) and West Java with 21 individuals (12.2%). Regions with fewer representatives include Riau with 4 individuals (2.3%), North Sumatra with 11 individuals (6.4%), and South Sulawesi with 10 individuals (5.8%). Other regions, such as Lampung, East Java, and Banten, also contribute a smaller proportion compared to DKI Jakarta.

RESULT

Loading Factor

Table 3: Loading Factor

Item	Company Performance	HR Development	IT Implementation	Business Strategy
1	0,760	0,760	0,776	0,758
2	0,797	0,780	0,783	0,769
3	-	0,754	0,723	0,733
4	0,746	0,755	0,769	0,746
5	0,754	0,726	0,799	0,734
6	0,790	0,784	0,768	0,755
7	0,752	0,778	0,766	0,722
8	0,752	0,758	0,746	0,732
9	0,789	0,782	0,785	0,781
10	0,782	0,778	0,738	0,742
11	0,758	0,740	0,796	0,773
12	0,828	0,749	0,775	0,777
AVE				

**Source: SmartPLS 4 Output*

From the calculation results in the table above, it can be explained that the value of the outer model or the correlation between the construct and the latent variable of Human Resource Development has met convergent validity because all the loading factor values in the table above are above the threshold value of

0.7, and the Average Variance Extracted (AVE) for each construct, with the correlation between other constructs, is greater than 0.5.

Reliability

Table 4: Reliability

Variable	Cronbach's Alpha	Composite Reliability	Description
Company Performance	0.933	0.943	Reliable
Business Strategy	0.930	0.940	Reliable
HR Development	0.934	0.943	Reliable
IT Implementation	0.937	0.946	Reliable

**Source: SmartPLS 4 Output*

Based on the table above, the overall Cronbach's Alpha and Composite Reliability values for each variable are greater than 0.6 or 0.7, thus it can be concluded that all variables meet the criteria for data acquisition in the research, indicating that the data has internal consistency and is reliable.

Coefficient of Determination (R-Square)

Table 5: R-Square

Variable	R Square
Company Performance	0.915
IT Implementation	0.894

**Source: SmartPLS 4 Output*

Both high R Square values (above 0.75) indicate that the model used to explain Company Performance and IT Implementation has a very strong predictive ability. This model can be considered highly reliable for the research, as most of the variance in the dependent variables can be explained by the independent variables.

Effect Size (F-Square)

Table 6: F-Square

Variable	Company Performance	IT Implementation
Company Performance		
IT Implementation	0.122	
HR Development	0.215	0.306
Business Strategy	0.042	0.178

**Source: SmartPLS 4 Output*

From the table above, it can be seen that the effect of IT Implementation on Company Performance is $F^2 = 0.122$. The contribution of IT Implementation to Company Performance is categorized as small. This indicates that while IT Implementation has a significant effect, it is not dominant in impacting Company Performance. The effect of Human Resource Development (HRD) on Company Performance is $F^2 = 0.215$, which means HRD has a moderate effect on Company

Performance. This suggests that enhancing human resource capacity plays an important role in improving Company Performance. The effect of Business Strategy on Company Performance is $F^2 = 0.042$, indicating that Business Strategy has a small effect on Company Performance. This implies that while Business Strategy contributes, its influence is not as large as that of other variables such as HRD.

The table also shows that the effect of HRD on IT Implementation is $F^2 = 0.306$, meaning HRD has a moderate to large effect on IT Implementation. This indicates that the development of skills and capabilities in human resources significantly influences the success of IT implementation. Furthermore, the effect of Business Strategy on IT Implementation is $F^2 = 0.178$, meaning Business Strategy has a moderate effect on IT Implementation. This shows that proper planning and execution of strategy support the success of IT implementation.

Blindfolding and Predictive Relevance (Q-Square)

Table 7: Q-Square

Variable	Company Performance	IT Implementation
Company Performance		
IT Implementation	0.122	
HR Development	0.215	0.306
Business Strategy	0.042	0.178

**Source: SmartPLS 4 Output*

From the calculations above, it can be seen that the Q^2 value of 0.536 indicates that the model has a strong predictive relevance for the variable of Company Performance. This means that the model can predict approximately 53.6% of the variance in Company Performance, while the remaining 46.4% may be influenced by factors outside of the model. The Q^2 value of 0.520 also shows that the model has good predictive relevance for the IT Implementation variable. This means that about 52% of the variance in IT Implementation can be explained by the variables in the model, while 48% comes from factors outside the model. For the variables of HRD and Business Strategy, the $SSE = SSO$, so Q^2 is not calculated.

Path Coefficient

Table 8: Path Coefficient

Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
IT Implementation -> Company Performance	0.313	0.310	0.069	4.528	0.000
HR Development -> Company Performance	0.468	0.469	0.078	6.001	0.000
HR Development -> IT Implementation	0.544	0.552	0.070	7.809	0.000
Business Strategy -> Company Performance	0.196	0.196	0.065	2.994	0.003
Business Strategy -> IT Implementation	0.415	0.406	0.073	5.708	0.000

**Source: SmartPLS 4 Output*

Based on the data in the table above, the relationships between the research variables can be explained as follows:

1. Original Sample (O) = 0.313, indicating a moderate positive relationship between IT Implementation and Company Performance. The T Statistics value = 4.528 and P Value = 0.000, which indicates that this effect is significant at a 95% confidence level.
2. Original Sample (O) = 0.468, indicating a moderate to strong positive relationship between HRD Development and Company Performance. The T Statistics value = 6.001 and P Value = 0.000, which indicates that this effect is significant at a 95% confidence level.
3. Original Sample (O) = 0.544, indicating a strong positive relationship between HRD Development and IT Implementation. The T Statistics value = 7.809 and P Value = 0.000, which indicates that this effect is significant at a 95% confidence level.
4. Original Sample (O) = 0.196, indicating a weak to moderate positive relationship between Business Strategy and Company Performance. The T Statistics value = 2.994 and P Value = 0.003, which indicates that this effect is significant at a 95% confidence level.
5. Original Sample (O) = 0.415, indicating a moderate to strong positive relationship between Business Strategy and IT Implementation. The T Statistics value = 5.708 and P Value = 0.000, which indicates that this effect is significant at a 95% confidence level.

Indirect Effect

Table 9: Indirect Effect

Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
HR Development -> IT Implementation -> Company Performance	0.170	0.172	0.046	3.732	0.000
Business Strategy -> IT Implementation -> Company Performance	0.130	0.126	0.035	3.686	0.000

**Source: SmartPLS 4 Output*

Based on the data in the table above, the relationships between the research variables can be explained as follows:

1. Original Sample (O) = 0.170, indicating a moderate positive indirect effect of HRD Development on Company Performance through IT Implementation. The T Statistics value = 3.732 and P Value = 0.000, which indicates that this effect is highly significant at a 95% confidence level.
2. Original Sample (O) = 0.130, indicating a moderate to low positive indirect effect of Business Strategy on Company Performance through IT Implementation. The T Statistics value = 3.686 and P Value = 0.000, which indicates that this effect is highly significant at a 95% confidence level.

DISCUSSION

The Effect of Business Strategy on Company Performance

Based on the direct effect testing results, the Original Sample (O) = 0.196, indicating a positive effect between Business Strategy and Company Performance with a weak to moderate relationship strength. The T Statistics value = 2.994 and P Value = 0.003, indicating that this effect is significant at a 95% confidence level. This result shows that the first hypothesis is accepted, meaning business strategy has a significant contribution to company performance. This finding is consistent with previous research, which states that well-designed strategies can help companies improve their performance in terms of efficiency, competitiveness, and success in achieving desired outcomes (Gunawana & Setyowati, 2023; Qinthara et al., 2020).

The Effect of Human Resource Development on Company Performance

Based on the direct effect testing results, the Original Sample (O) = 0.468, indicating a positive effect between HRD and Company Performance with a moderate to strong relationship. The T Statistics value = 6.001 and P Value = 0.000, indicating that this effect is significant at a 95% confidence level. This result shows that the second hypothesis is accepted, meaning HRD has a significant contribution to company performance. This aligns with prior theory, which suggests that HRD ensures employees possess up-to-date knowledge and skills relevant to job requirements, thus positively impacting company performance (Agustini, 2023).

The Effect of IT Implementation on Company Performance

Based on the direct effect testing results, the Original Sample (O) = 0.313, indicating a positive effect between IT Implementation and Company Performance with a moderate relationship strength. The T Statistics value = 4.528 and P Value = 0.000, indicating that this effect is significant at a 95% confidence level. This result shows that the third hypothesis is accepted, meaning IT implementation has a significant contribution to company performance. This finding is consistent with the research conducted by Meirina & Dewi (2021), which showed a positive effect of IT on company performance.

The Effect of Business Strategy on IT Implementation

Based on the direct effect testing results, the Original Sample (O) = 0.415, indicating a positive effect between Business Strategy and IT Implementation with a moderate to strong relationship strength. The T Statistics value = 5.708 and P Value = 0.000, indicating that this effect is significant at a 95% confidence level. This result shows that the fourth hypothesis is accepted, meaning business strategy has a significant contribution to IT implementation. This result aligns with the theory that business strategies supporting digitalization will drive the integration of IT into all operational aspects, such as production, marketing, and customer service (Ngambut et al., 2024).

The Effect of HRD on IT Implementation

Based on the direct effect testing results, the Original Sample (O) = 0.544, indicating a strong positive effect between HRD and IT Implementation. The T Statistics value = 7.809 and P Value = 0.000, indicating that this effect is significant at a 95% confidence level. This result shows that the fifth hypothesis is accepted, meaning HRD has a significant contribution to IT implementation. This finding is consistent with the research conducted by Rahman et al. (2024), which demonstrated that HRD development is key to ensuring employees have the necessary IT skills and up-to-date knowledge.

The Indirect Effect of Business Strategy on Company Performance through IT Implementation as a Mediating Variable

Based on the indirect effect testing results, the Original Sample (O) = 0.130, indicating a positive indirect effect of Business Strategy on Company Performance through IT Implementation with a moderate to low strength. The T Statistics value = 3.686 and P Value = 0.000, indicating that this effect is highly significant at a 95% confidence level. This result shows that the sixth hypothesis is accepted, meaning IT implementation is an effective path to enhance the impact of business strategy on company performance.

The Indirect Effect of HRD on Company Performance through IT Implementation as a Mediating Variable

Based on the indirect effect testing results, the Original Sample (O) = 0.170, indicating a positive indirect effect of HRD on Company Performance through IT Implementation with a moderate strength. The T Statistics value = 3.732 and P Value = 0.000, indicating that this effect is highly significant at a 95% confidence level. This result shows that the seventh hypothesis is accepted, meaning IT implementation plays a key mediating role in linking HRD and business strategy to company performance.

THEORETICAL IMPLICATIONS

1. This study contributes to the development of theories linking business strategy, human resource development, and IT implementation in the context of company performance, particularly in the pest control industry.
2. This study introduces a mediation model, where IT implementation acts as a variable connecting business strategy and human resource development with company performance. Thus, IT not only has a direct influence on performance but also serves as a link between external and internal factors that impact the company's success.
3. The results of this study contribute to the understanding that competitive business strategies involve not only market-focused decisions but also strategies in IT implementation as a driver of company performance.

PRACTICAL IMPLICATIONS

Based on the results of the research conducted, it can be seen that the best practice that can be applied by pest control companies is to develop a business strategy that is integrated with IT implementation.

1. From the results of the research conducted, this study can serve as a guide to strengthen strategic plans by focusing on integrating IT as a key pillar within their business strategies.
2. The results of this study provide guidelines for pest control companies in ASPPHAMI to enhance their performance through more effective business strategies, human resource development focused on IT, and more optimal technology implementation.

CONCLUSION

Based on the analysis conducted earlier, several conclusions can be drawn from this research, including:

1. Business strategy has a positive impact on company performance. A well-designed strategy can help a company improve its performance in terms of efficiency, competitiveness, and achieving desired results.
2. Human resource development positively affects company performance. With competent, motivated employees who possess relevant skills, the company can achieve its strategic objectives, enhance competitiveness, and ultimately improve overall performance.
3. The application of information technology positively impacts company performance. The implementation of IT not only improves operational effectiveness but also contributes directly to the success and long-term performance of the company.
4. Business strategy positively affects the application of information technology. A well-developed strategic plan supports the optimal use of technology.
5. Human resource development positively affects the application of information technology. Companies that focus on human resource development tend to be more successful in adopting and utilizing technology.
6. The application of information technology mediates the effect of business strategy on company performance. IT acts as an enabler, allowing business strategies to be implemented more effectively and efficiently. Meanwhile, the company's business strategy determines the direction and priorities to be achieved in the long term, including how IT can be used to support these business goals.
7. The application of information technology mediates the effect of human resource development on company performance. Human resource development focuses on enhancing employee skills and capabilities in various aspects, including technological skills. By developing employees' abilities to use and manage technology, companies can ensure that employees are more efficient in utilizing IT to perform their tasks.

RECOMMENDATIONS FOR FUTURE RESEARCH/FUTURE SCOPE OF STUDY

Based on the findings obtained from the research conducted, several recommendations can be made, including the following:

1. Based on the findings showing that business strategy impacts company performance, companies need to formulate and implement more innovative and sustainable strategies. This could include product innovation, customer service improvement, or diversification strategies that can enhance the company's competitiveness.
2. Pest control companies registered with ASPPHAMI are advised to invest more in training and human resource development, particularly in the field of information technology. In-depth training on technical, managerial, and

soft skills will contribute to improving individual and organizational performance overall.

3. Future researchers are also advised to use a longitudinal research design to gain deeper insights into the long-term effects of business strategy, human resource development, and the application of IT on company performance.

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