

## ARTICLE

# SWOT Analysis of Education, Training, and Systems Apparatus Career Development

Study at Regional Financial and Asset Management Agency, Musi Rawas District

Yohanes Susanto <sup>1</sup>, Yuliana<sup>2</sup>

<sup>1,2</sup> Master of Management Study Program, Faculty of Economics and Business, Bina Insan Lubuklinggau University

✉ [susantoyohanes60@gmail.com](mailto:susantoyohanes60@gmail.com)

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**Abstract:** The study aims to analyze the education and training system and apparatus development at the Regional Financial and Asset Management Agency of Musi Rawas District with the study indicators, namely aspects of education and training of apparatus, career development, or apparatus and placement of human resources using SWOT analysis. Data collection was conducted through interviews, observation, and documentation study methods. The results showed that the Regional Financial and Asset Management Agency of Musi Rawas District is in the prime and steady condition in developing human resources for apparatus. It is really possible to continue increasing growth and achieving maximum progress even though it poses a large enough threat. The strategic recommendation given is the Progressive Strategy, which means that the organization is stable. The human resource development strategy can be carried out progressively towards improving human resources by increasing activities that encourage the development of human resources intensively and continuously. To implement human resource development at the Regional Financial and Asset Management Agency of Musi Rawas District to run well and as needed, it is recommended to determine the priority scale of the education and training. It must be based on the results of the Training Needs Analysis. Then in the implementation of Movements and Promotions carried out based on Career Patterns, Workload Analysis, and Job Analysis.

**Keywords:** education and training; apparatus career development; progressive strategy.

## 1. Introduction

A local government organization always wants the apparatus resources they have to contribute to organizational performance. Organizations that have good performance will certainly produce good quality products. Some experts have outlined several definitions of organizational performance. [Suryadi \(2009\)](#) argues that organizational performance is the totality of the work achieved by an organization with the achievement of organizational goals, meaning that the performance of an organization can be seen from the degree to which the organization can achieve objectives based on predetermined goals. As well as regional performance management systems have been regulated since the issuance of Presidential Instruction (Inpres) Number 7 of 1999 concerning Performance Accountability of Government Agencies. This Presidential Instruction governs public agencies to implement the government agency accountability system. Regulations are further regulated in Government Regulation Number 8 of 2006 concerning Financial Reporting and Performance of Government Agencies. This regulation mandates that every government agency, both central and regional, is required to prepare financial reports accompanied by performance reports. Based on these explanations, it can be said that organizational performance is very important to note. However, organizational performance will not be able to be achieved optimally without the support of apparatus resources. Of course, apparatus resources in an organization require regular competency development. A study conducted by [Yuniarsih & Suwatno \(2018\)](#) published in the Bina Praja Journal states that human resource development in an organization is carried out to maintain and improve employee competencies to achieve organizational effectiveness.

Furthermore, according to [Pynes \(2013\)](#), organizations are required to carry out training and development activities to ensure that employees have the knowledge, skills, and abilities needed to face new challenges. According to [Laird \(2003\)](#), educational and training activities are held to promote individual and organizational excellence by providing opportunities to develop skills in the workplace. Meanwhile, a study conducted by [Tini \(2015\)](#) states that the Serang district government needs to restructure the recruitment system; job analysis; job evaluation; preparation of job competency standards; individual assessment based on competence; employee database development; and improved education and training curricula. It becomes the obligation of organizational leaders to be able to develop apparatus resources. This development effort has consequences for the time and costs that must be provided.

[Kadarisman \(2012\)](#) defines career development of apparatus resources as an activity that an organization must carry out so that their knowledge (ability) and skills are following the demands of their work. Through this development activity, it is hoped that it can improve and overcome deficiencies in implementing work better following the development of science and technology used by the organization. Furthermore, according to [Mangkunegara \(2011\)](#), career development is an employee activity that helps employees plan their future careers in the organization so that the organization and the employees concerned can develop themselves optimally. According to [Krisdiantoro \(2017, p. 90\)](#) research, the career development of apparatus resources lies in the employees' motivation. Furthermore, according to the research results by [Yusran & Sodik \(2018\)](#), career development is strongly influenced by the education and training given to the officials concerned. Meanwhile, based on the results of a study by [Karnama \(2016, p. 118\)](#), it is stated that the dominant career development is influenced by the level of education and training of the apparatus concerned.

Based on the results of observations in this study conducted at the Regional Financial and Asset Management Agency (BPKAD), Musi Rawas District, South Sumatra, it shows that the needs of employees who have competencies following education and main duties and functions have not been met, some officials have not attended education leadership training-education and training team. In fact, according to [Sumarsono \(2009\)](#), education and training are important factors in developing apparatus resources. Education and training not only increase knowledge but also

improve work skills, thereby increasing work productivity. Meanwhile, Dessler (2009) states that training is the process of teaching new or existing employees about the basic skills they need in carrying out their jobs. Furthermore, Yuniarsih and Suwatno (2009) create an environment where employees can acquire or learn specific attitudes, abilities, knowledge skills, and behavior related to work. The Regional Financial and Asset Management Agency is also an agency that has an important role in regional development. This is because the Regional Financial and Asset Management Agency has a role in attracting potential tax sources that require support from qualified human resources. This is confirmed by Cicellia & Sunaryo's (2015) findings, which state that the limited quality of human resources makes public trust in tax management in Banguntapan Sub-district, Bantul District, difficult to achieve.

Not yet optimal fulfillment of education and training needs, structural training and technical training, and the need for employees to fill in the vacant job formation have not been fulfilled. At the Musi Rawas District Regional Financial and Asset Management Agency, only a small proportion of employees have the opportunity to take part in the development. From the results of preliminary observations and interviews from 2015 to now, only about 19% of employees have attended education and training (Diklat), while those who took part in master's level study assignments from 2015 to 2020 were still 0% of employees or no employees who participated study assignments. In the Strategic Plan Document of the Regional Financial and Asset Management Agency of the Musi Rawas District 2016-2021, several other problems occur related to the development of apparatus resources, namely; The training that has been carried out has not made a good contribution because it has not been based on individual, occupational and organizational needs. One of the reasons for this is the absence of an Education and Training Needs Analysis. As a result, employees who have attended education and training have not shown a significant increase in performance. Government Regulation Number 11 of 2017 concerning Management of Civil Servants of article 203 paragraph (4) states that competency development for each civil servant referred to in paragraph (3) is carried out for at least twenty lesson hours in one year.

Seeing that the percentage of employees who take part in the Education and Training and Study Assets at the Regional Financial and Asset Management Agency of the Musi Rawas District is still low, competency development for each civil servant is carried out for at least 20 (twenty) lesson hours in a year that have not been fulfilled. In addition, the implementation of transfers and promotions as a form of employee development in the form of career planning has not been optimally implemented according to regulations. There are many employees with a service period of more than 5 (five) years who have not been transferred. This can cause employees to feel bored with their work. Then some employees have met the requirements to be promoted but have been in the same position for more than 5 (five) years who have not received a promotion. It can also make employees less enthusiastic about their work so that their productivity decreases. Furthermore, competency mismatches with those required position in educational qualifications and expertise. It happens because there is no career development pattern as a reference for apparatus resources in planning their career path and development.

Various problems that exist today are closely related to the implementation of apparatus resource development. The Regional Financial and Asset Management Agency of Musi Rawas District has encountered many obstacles in the management process of human resource procurement. These constraints are in the form of internal constraints related to the analysis of the implementation of education and training as well as strategic development of apparatus resources that have not been fully implemented properly and external constraints in the form of the availability of apparatus resources and the quality of service that is not yet optimal.

Based on the above background, this research aims to identify and analyze the process of the education system and training and apparatus development strategies at the Regional Financial and Asset Management Agency of Musi Rawas District. There is a need for identification and a way out to overcome this condition through a SWOT

analysis (Strength, Weakness, Opportunity, Threat). The SWOT analysis is made by studying external and internal factors in the Regional Financial and Asset Management Agency. It is hoped that the results of this SWOT analysis can provide recommendations for input to the Regional Financial and Asset Management Agency, South Sumatra, as a solution to take strategic steps in apparatus career development so that they can win the competition to provide professional public services. Competitors for the Regional Financial and Asset Management Agency are all agencies in Musi Rawas that have the main task of providing professional public services. Each agency competes to realize quality public services, which must be supported by an increase in the human resources of the apparatus. In the background above, it has been described that education and training provided to apparatus resources can trigger productivity in the career development of the apparatus concerned.

## 2. Methods

This research was conducted at the Regional Financial and Asset Management Agency Office of Musi Rawas District, with 31 civil servants. The research method was a descriptive qualitative approach that analyzed the development strategy of human resources for the apparatus of the Financial Management Agency and regional assets of Musi Rawas District. According to Sugiyono (2019), qualitative research is used to examine the conditions of natural objects, where the researcher is the key instrument. In qualitative research, data is obtained from various sources. Here the role of the researcher is as the main data collector. With this method, researchers can understand and describe the development of apparatus resources at the Regional Financial and Asset Management Agency of the Musi Rawas District. Data collection techniques were conducted through observation, interviews, and document review. The data is then processed to be classified and analyzed in-depth to answer the problems in the study. Data processing is carried out using SWOT analysis as a priority strategy determination which is the output of this study. In this study, the analysis used is the analysis of KAFI (Conclusion of Internal Factor Analysis) and KAFE (Conclusion of External Factor Analysis). This analysis systematically identifies various factors to maximize strengths, opportunities and simultaneously minimize weaknesses and threats.

## 3. Results and Discussion

The Regional Financial and Asset Management Agency of Musi Rawas Regency was formed based on the Regional Regulation of the Musi Rawas Regency Number 10 of 2016. Meanwhile, the position, main duties, and functions of the Regional Financial and Asset Management Agency of Musi Rawas Regency are stipulated by Musi Rawas Regent Regulation Number 13 of 2019. The main duties of the Agency Regional Financial and Asset Manager Musi Rawas District are to carry out regional government affairs in the financial sector, sub-affairs of regional financial and asset management based on autonomy, and additional duties assigned to the district. With the best vision in regional financial and asset management services towards Musi Rawas "Perfect" 2021. and has the following missions:

Carrying out the management of regional financial and asset management in an accountable and transparent manner, increasing the use of information technology in services, increasing the apparatus's professionalism with the support of technology facilities and infrastructure, and employee welfare.

In order to realize this vision and mission, there will be many things that need to be prepared, one of which is human resources. Financial management is a product produced by the fields or disciplines of accounting and finance. Therefore, competent human resources who understand government accounting, regional finance, and even governance are needed. It is necessary to carry out education and training in efforts to develop human resources that can support the achievement of the vision and mission of the Regional Financial and Asset Management Agency.

### 3.1. Analysis of Apparatus Human Resource Development from Education and Training Aspect

Government Regulation Number 11 of 2017 article 203 paragraph (3) states that every civil servant has the same rights and opportunities to develop competency. Then paragraph (4) states that competency development for every civil servant is carried out for at least twenty hours of lessons in one year. However, in reality, this has not been fulfilled; there are still many employees of the Regional Financial and Asset Management Agency who have not received their rights related to competency development because only some employees can participate in the development. This can be seen from the data on employees who have and have not fulfilled competency development for at least twenty lesson hours in one year. As follows:

**Table 1.** Data of employee that meets competency development at least 20 hours of lessons per year

NO	Year	Number of civil servants	Employees who have fulfilled	Employees who have not fulfilled
1	2017	31	6	25
2	2018	31	4	27
3	2019	31	4	27

Source: Regional Financial and Asset Management Agency of Musi Rawas District (2020)

Civil servants who have the opportunity to take part in training at the Regional Financial and Asset Management Agency Office of the Musi Rawas District are very minimal if averaged from 2017 to 2019 around 8.67%. It can be seen based on the following data.:

**Table 2.** Data of Employees who Participate in Training and Education in one year

NO	Year	Number of civil servants	Employees who have fulfilled	Employees who have not fulfilled
1	2017	31	8	23
2	2018	31	9	22
3	2019	31	9	22

Source: Regional Financial and Asset Management Agency of Musi Rawas District (2020)

The low motivation of employees in attending education, for example, learning assignments, is due to reasons of not being willing to leave the family for a relatively long period, as well as concerns about the number of education funds that will be borne, even though development activities in the form of assistance for education Learning assignments are budgeted annually, but few employees who take advantage of the assistance. The low number of civil servants with a master’s degree in the Regional Financial and Asset Management Agency of the Musi Rawas District is only around 19%. Then there is still a low number of structural officials who attend leadership training. From the data obtained for echelon IV positions in 2017, around 70% of officials have not attended the PIM IV Training and Education. Even though holding this leadership training is to form bureaucratic leaders who can plan activities and lead these activities. Based on the results of interviews with resource persons in the personnel division, it was stated that the Regional Financial and Asset Management Agency of Musi Rawas District had not carried out an analysis of training needs as the basis for implementing the training activities. It because there was no training analyst functional position at the Regional Financial and Asset Management Agency of the Musi Rawas District. As a result, the implementation of education and training is not well-targeted and has not been fully implemented according to needs.

### 3.2. Analysis of Apparatus Human Resource Development from Promotion Aspect

Promotion is the transfer of an employee from a lower level to a higher level. It can also be said that an employee is moving from one job to another job with greater responsibility. In the Regional Financial and Asset Management Agency of Musi Rawas District, several employees have met the requirements for promotion but have not yet received a promotion. One example is an employee with a Master of Science education in the budgeting field with Head of Sub Division of Budget 2, the rank of Supervisor / IVa with a tenure of work as Head of the sub-sector for eight years. The observation results show that employees who have not received this promotion have the requirements to occupy a position at echelon III level, namely having good integrity and morals, having experience in the position, having good grades, then having sufficient educational qualifications. However, they haven't got a promotion yet. On the other hand, according to Government Regulation Number 13 of 2002, which states that employees occupy echelon III positions with the lowest rank III / d, but in practice, there are echelon III positions (Head of division) which class III / c employees occupy. In the implementation of promotion, there is a mismatch between educational qualifications and the positions occupied. For example, the Head of the Sub Division of Accounting and Reporting is occupied by employees with an undergraduate agricultural education background. It can be concluded that the pattern of career development at the Regional Financial and Asset Management Agency of the Musi Rawas District is not yet clear and targeted because it has not been carried out following existing regulations.

### 3.3. Analysis of SWOT (Strength, Weakness, Opportunities, Threats)

#### 3.3.1. Internal-External Analysis (SWOT)

SWOT analysis is needed to formulate an organizational strategy to achieve goals effectively and efficiently. Based on the results of the analysis by looking at the current development of human resources in the apparatus, then strategy formulation is carried out by looking at several aspects such as aspects of strengths, weaknesses, opportunities, and threats related to apparatus human resource development in the Regional Financial and Asset Management Agency of Musi Rawas District. From the results of identifying several SWOT aspects of the condition of human resource development in the Regional Financial and Asset Management Agency of Musi Rawas District, the following results are obtained:

#### 1) Aspects of strength consist of:

- a) The availability of an adequate quantity of human resources for the apparatus.
- b) Have a clear organizational structure and main duties and functions so that there is no overlap in the implementation of tasks.
- c) There is a commitment from the leadership in developing human resources of the apparatus.
- d) There is a Strategic Plan which contains programs or activities as a reference in the implementation of its tasks and functions

#### 2) Aspects of weakness consist of:

- a) The training needs analysis has not been carried out.
- b) The low motivation of employees in participating in apparatus resource development is due to the lack of educational assistance.
- c) Inadequate facilities and infrastructure to support the development of apparatus resources.
- d) Unclear career development patterns.
- e) Limited budget for activities for the development of human resources in the apparatus.



**3) Aspects of opportunity consist of:**

- a) The number of alternative human resource development activities.
- b) Increasing employee welfare.
- c) The opening of opportunities for cooperation with institutions/agencies, especially in human resource development for apparatus.
- d) The use of information technology is growing.
- e) There is an opportunity to conduct a comparative study of the apparatus work system and procedure, especially the development of apparatus to other regions.

**4) Aspects of threat consist of:**

- a) Service is less than optimal.
- b) There was a change in policy that affected BPKAD services in Musi Rawas District.
- c) The need for fast, better, and cheaper public services as a manifestation of good governance.
- d) The community mindset is increasingly critical.
- e) The development of bureaucracy leads to increasingly fierce competitiveness

Furthermore, after identifying the SWOT aspects, a SWOT matrix strategy combination is compiled to obtain the alternative strategy formulations for SO, WO, ST, and WT. The SWOT matrix strategy combination is used as the meeting point of each environment based on the SWOT aspect. The alternative strategies based on the results of the SWOT matrix strategy are as follows:

1. Increasing cooperation in competency development with universities, institutions, or training administering bodies, the media, the private sector, and the public.

**Table 3.** Analisa Matrik SWOT

Internal and External Analysis	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Adequate number of human resources</li> <li>• The existence of a clear organizational structure</li> <li>• The leadership’s commitment to human resource development</li> <li>• There is a strategic plan that contains a reference for human resource development plans</li> </ul>	<p><b>Weakness</b></p> <ul style="list-style-type: none"> <li>• There is no analysis of training needs</li> <li>• Low employee motivation</li> <li>• Inadequate facilities and infrastructure</li> <li>• Unclear career development</li> <li>• Limited budget</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• The number of alternatives for human resource development</li> <li>• Opportunities for cooperation for human resource development</li> <li>• Development of information technology</li> <li>• Comparable study opportunities for human resource development</li> </ul>	<p><b>SO</b></p> <ul style="list-style-type: none"> <li>• Increasing cooperation of human resource competency development</li> <li>• Utilizing Information Technology in the development of apparatus resources</li> </ul>	<p><b>WO</b></p> <ul style="list-style-type: none"> <li>• Maximizing local budget management</li> <li>• Providing rewards based on achievement and workload</li> </ul>
<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Service quality not yet optimal</li> <li>• Claims for good governance</li> <li>• Critical society</li> <li>• High competitiveness</li> </ul>	<p><b>ST</b></p> <ul style="list-style-type: none"> <li>• Improved coordination between organizations</li> <li>• Implementing career patterns according to performance</li> </ul>	<p><b>WT</b></p> <ul style="list-style-type: none"> <li>• Implementation of training needs analysis</li> <li>• Optimization of facilities and infrastructure</li> </ul>

Source: 2020 Observation Results

2. Utilizing information technology in the development of human resource personnel, such as the use of online training methods, off-the-job training, and on-the-job training.
3. Maximizing the management of funds from the local budget given by the local government by carrying out priority missions to achieve the vision.
4. Giving rewards based on a career system and work performance.
5. Optimizing facilities and infrastructure to support activities by utilizing a catalog of facilities and infrastructure.
6. Implementing a career pattern according to the competence of the apparatus.
7. Implementation of training needs analysis.
8. Improved coordination between local apparatus organizations by creating online groups (WhatsApp application)

After knowing the aspects of strengths, weaknesses, opportunities, and threats in the development of human resources of officials at the Regional Financial and Asset Management Agency of Musi Rawas Regency then these aspects are analyzed using the KAFI matrix (Conclusion of Internal Factor Analysis) and KAFE (Conclusion of External Factor Analysis) to obtain quality, rating, and score. The score of the weight and rating is obtained based on the results of the author's assessment. Rating is an analysis of the possibilities in the short term (for example, one year ahead). For example, rating the informants' answers to the question "When compared to other agencies in the next year, what is the possibility of human resources available in the Regional Financial and Asset Management Agency of Musi Rawas. According to the informant, the quantity of human resources at the Regional Financial and Asset Management Agency of Musi Rawas has a better chance when compared to competitors (other agencies in the Musi Rawas district). This is due to additional employee income (which is only given by some agencies), which becomes one of the drawers for civil servants to be placed in the Regional Financial and Asset Management Agency of the Musi Rawas District.

The rating value for the Strength Variable is given a value of 1 to 4. It is given a value of 1 if the indicator may be underperforming compared to the main competitors. It is given a score of 2 if the indicator is performing the same as the main competitor. Meanwhile, it is given a value of 3 or 4 if the indicator is better than the main competitor. The higher the value, the better the indicator's performance next year compared to the main competitors. The Weakness Variable Rating Value is given a value of 1 to 4. It is given a value of 1 if the indicator has more weaknesses than the main competitors. Conversely, it is given a score of 4 if the weakness of the indicator is decreasing compared to the main competitors in the next year. This means that giving a rating value for the weakness variable or threat variable is the opposite of the rating value for the strength and opportunity variables.

The quality of the internal environment is based on the magnitude of the influence of strategic factors on its strategic position. In contrast, on the external environment, it is based on the possibility of impacting strategic factors (Rangkuti, 2006). The total weight for each internal and external environment must amount to 1 (one). Total Internal Total Score Strength Weight + Total Weakness Weight = 1. The weight is determined based on the level of importance or urgency of handling with a scale of 1.0 (very important) to 0.0 (not important). The rating is our analysis of the possibilities in the short term (for example, the next year).

The results of the KAFI and KAFE assessments then carried out the final assessment by looking for the average (mean) value for determining the weight value and looking for the middle value (median) for determining the rating value so that the final results will be obtained from the KAFI and KAFE analysis. It is known that the strength score gets a total of 1.71 and a weakness score is 1.18, meaning that the Regional Financial and Asset Management Agency of the Musi Rawas District is still said to be in a strong position because the strength aspect is still greater when compared to the weakness aspect.



The conclusion of the analysis of external factors shows that the Regional Financial and Asset Management Agency of Musi Rawas District does not have too much threat to the development of its apparatus resources because the threat score is still lower, namely 1.28. When compared to the opportunities, which amounted to 1.34. The calculation table for KAFI and KAFE is as follows:

**Table 4.** Conclusion of Internal Factor Analysis (KAFI)

NO	Internal strategic factors	Quality	Rating	Score (BxR)
<b>Strength</b>				
1	Availability of adequate quantity of human resources for the apparatus	0,08	4	0,32
2	Have a clear organizational structure and main duties and functions so that there is no overlap in the implementation of tasks.	0,13	3	0,39
3	There is a commitment from the leadership in developing human resources for the apparatus	0,13	4	0,52
4	The existence of a Strategic Plan which contains programs or activities as a reference in the implementation of its main tasks and functions	0,16	3	0,48
<b>Total Strength</b>		<b>0,50</b>		<b>1,71</b>
<b>Weakness</b>				
1	The training needs analysis has not been carried out	0,10	2	0,20
2	The low motivation of employees in participating in apparatus resource development is due to the lack of educational assistance	0,08	2	0,16
3	Inadequate facilities and infrastructure to support the development of apparatus resources	0,08	3	0,24
4	Unclear pattern of career development	0,10	3	0,30
5	Limited activity budget for apparatus resource development	0,14	2	0,28
<b>Total Weakness</b>		<b>0,50</b>		<b>1,18</b>
<b>Total</b>		<b>1,00</b>		

Source: Research results in 2020

**Table 5.** Conclusion of External Factor Analysis (KAFE)

NO	Internal strategic factors	Quality	Rating	Score (BxR)
<b>Opportunity</b>				
1	The number of alternative human resource development activities	0,08	2	0,16
2	Increasing employee welfare	0,13	3	0,39
3	There are opportunities for cooperation with institutions / agencies, especially in the field of human resource development for apparatus	0,10	3	0,30
4	The use of information technology is growing	0,11	3	0,33

5	There is an opportunity to conduct a comparative study of the apparatus work system and procedure, especially the development of apparatus to other regions	0,08	2	0,16
<b>Total Opportunity</b>		<b>0,50</b>		<b>1,34</b>
<b>Threat</b>				
1	The service is less than optimal	0,10	3	0,30
2	There was a change in policy that affected BPKAD services in Musi Rawas District	0,06	3	0,18
3	The need for fast, better and cheaper public services as a manifestation of good governance	0,13	2	0,26
4	The communities mindset is increasingly critical	0,09	2	0,18
5	The development of bureaucracy lead to increasingly fierce competitiveness	0,12	3	0,36
<b>Total Threat</b>		<b>0,50</b>		<b>1,28</b>
<b>Total</b>		<b>1,00</b>		

Source: Research results in 2020

After compiling the KAFI and KAFE matrices, the strategy quadrant analysis was then carried out using a cartesian diagram. KAFI is depicted on the horizontal X axis and KAFE is represented on the vertical Y axis. KAFI coordinate points are determined using a formula:

$$X\text{-axis} = \frac{\text{Strength Score} - \text{Weakness Score}}{2}$$

$$X = \frac{(1,71 - 1,18)}{2} = 0,53 = 0,27$$

The coordinates of the KAFE are determined using a formula:

$$Y\text{-axis} = \frac{\text{Opportunity score} - \text{Threat Score}}{2}$$

$$Y = \frac{(1,34 - 1,28)}{2} = 0,06 = 0,03$$

Based on the calculation of the coordinates of KAFI and KAFE above, the coordinate point of the strategy quadrant is (0.27: 0.03). An overview of the strategy quadrant analysis using a Cartesian diagram can be seen in the image below:

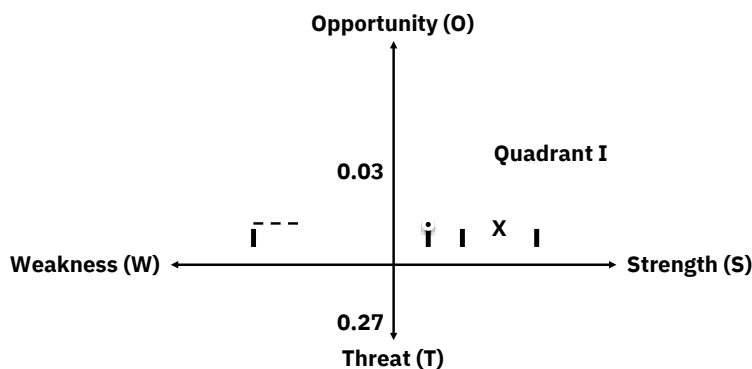


Figure 1. Strategy Quadrant Analysis using a Cartesian Diagram

Source: Processed Research Results, 2020

Based on the cartesian diagram, it is known that the strategy quadrant analysis for HR development is in quadrant I (progressive). This means that the position of the BPKAD of Musi Rawas District is in the prime and steady condition in developing human resources of the apparatus. So that it is really possible to continue to expand, increase growth and achieve maximum progress even though it poses a large enough threat. The strategic recommendation given is the Progressive Strategy, which means that the organization is in a steady state. The HR development strategy can be carried out progressively towards the improvement of HR by increasing various activities that encourage the development of human resources in an intensive and continuous manner. Various parties provide HR training in accordance with the needs of the organization and employees in order to support increased performance so that they can work optimally.

There are several inspirational stories that can be used as role models about the success stories of bringing their company to win a business competition through effective and efficient employee management, among others, of course, you know the big-name Mc. Donald (MD), with an extraordinary speed MD penetrated and crossed the cultural boundaries of various ethnic groups by opening a new "Resto Fast Food" for every 3 hours in various parts of the world, with a sales value of US \$ 30 billion (1995), so it is very appropriate if MD is called the most successful franchise company at that time.

The key to MD's success is actually the application of very strict quality standards, both in raw materials, in the production process, and in service quality. To maintain such quality, MD is required to have the right corporate culture and proper human resource management. Starting from this, through a sizable investment, MD built Hamburger University in Oak Brook, Chicago, Illinois, USA. As a Pusdiklat capable of accommodating 200 participants under the guidance of 25 professors, the training materials developed therein are adapted to the typical MD Franchise Business and the corporate culture that will be applied, which revolves around quality control, service, cleanliness, and value. It seems that the HR development program has produced extraordinary results for MD Business expansion. In fact, recently, MD has also developed the concept of "University" for their training program by building and developing Hamburger University in China, with an investment of 250 million USD. We all will surely understand the importance of human resource development for MD management.

The Broken Hill Proprietary (BHP), a Global Resources Company that operates in 59 countries (including Indonesia), is headquartered in Melbourne, Victoria, Australia. With four main divisions, namely Steel, Minerals, Petroleum, and Service Companies, BHP was able to record sales of A \$ 19.8 billion in 1996. This success series is inseparable from BHP's "management" ability to bridge BHP's business strategy with "conditions. "Human resources are owned through the construction of the Global Leadership Center Education and Training Center in Melbourne, with training material designs ranging from Occupational Safety Management, Environment, Business Systems, Production Technical Support, Maintenance and Manufacturing Management.

There are two main things that are quite important to look at from the two success stories above. First, the success achieved is due to the emphasis on the importance of employees as assets, with human resource development as the main part of the company's development program, well-directed and well-planned human resource development program. Second, the success of human resource development programs in principle depends on program design that must be adapted to the conditions of existing human resources, as well as on the company's strategy and vision. To achieve long-term goals, namely to be the best in providing services and financial management and regional assets towards Musi Rawas is perfect in 2021, so it must go through the achievement of short-term and sustainable targets to provide encouragement and support for improving the quality of sustainable apparatus resources for improving services and welfare of the people of Musi Rawas District.

## 4. Conclusion

Based on the description of the results of the research and discussion as stated earlier, it can be concluded that the position of the Regional Financial and Asset Management Agency of Musi Rawas District is in the prime and steady condition in developing apparatus resources so that it is possible to continue to increase growth and achieve maximum progress even though it poses a large enough threat. The human resource development strategy can be carried out progressively towards improvement by increasing various activities that encourage the development of apparatus resources intensively and continuously. To achieve long-term goals, namely, to be the best in producing services and financial management and regional assets towards the perfect Musi Rawas in 2021, it must go through the achievement of short-term and sustainable targets to provide encouragement and support for improving the quality of sustainable apparatus resources for service improvement. And the welfare of the people of Musi Rawas District.

For the implementation of Apparatus resource development at the Regional Financial and Asset Management Agency Office of the Musi Rawas District to run well and as needed. It is recommended that in determining the priority scale of the education and training, it must be based on the Analysis of Training Needs results. Then in the implementation of Movements and Promotions is carried out based on Career Patterns, Workload Analysis, and Position Analysis. In order for the percentage of officials who have not participated in leadership training, it is better if the leadership of the Regional Financial and Asset Management Agency of Musi Rawas District requires employees who have held positions to take leadership training. Furthermore, to stimulate motivation, initiative, and creativity of employees at work, the Musi Rawas government should improve the policy of providing additional employee income allowances based on the workload handled by each employee.

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