# Improving the Function of the Supreme Court Research and Development Center (Implementation of QSPM and SWOT)

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**Abstract**

Research and development center (here refers to as Puslitbang) of the Supreme Court has an important role in the development process of law and justice in Indonesia. Puslitbang must be able to support the Supreme Court's vision to create a great judicial firm. However, activities of Puslitbang of the Supreme Court are still limited to the implementation of research and review of certain topics. Whereas, Puslitbang has so many assignments beside doing research and review, which is described in Chief of the Supreme Court Decree Number: 140/KMA, SK/X/2008 on Guidance for Management and Implementation of Research, Development, Education, and Training. The other assignment of Puslitbang include: feasibility of the policy plan and carry out activities in developing models/legal and judicial products. So, it can be said that Puslitbang has not performed its full functions as described in Chief of the Supreme Court Decree Number: 140/KMA, SK/X/2008. The purpose of this study is to determine the strategy to improve the functions of Puslitbang of Supreme Court. This paper used descriptive-quantitative research with Quantitative Strategic Planning Matrix (QSPM) method. The first step of this method is determining the internal and external factors affecting the management of Puslitbang and then analyzing them using SWOT and QSPM. The results show that the strategy that obtains the highest score is organizing discussion forums with external and internal institutions. On the other hand, the strategy which obtains the lowest score is the leader's role in determining policy by considering the needs of Puslitbang. The conclusion of this research is the QSPM method provides 4 best strategies for enhancing the function of Puslitbang. The strategies are: creating a discussion forum with internal and external institutions, budget flexibility, developing Puslitbang Human Resources, and preparing activities in accordance with the capacity of puslitbang resources.

**Keywords:** QSPM, Research and Development, Strategy, SWOT

## I. Introduction

The Supreme Court of the Republic of Indonesia is a state institution that has an important role in the judicial system in Indonesia. In an effort to support the role of the Supreme Court, the Research and Development Center (here refers to as Puslitbang) of Law and Justice as the echelon II unit under the Research and Development and Legal and Justice Education and Training Agency should contribute to the realization of legal and judicial reform for the community. The contributions of the Research and Development Center should be in line with the role listed in the Supreme Court Blueprint 2010-2035 (Mahkamah Agung RI, 2010, p. 45) to support the achievement of a knowledge-based Supreme Court. The existence and function of Puslitbang must support the development and renewal of legal and policy substance. The function is very important to contribute to managing the science of law.

In Article 19 of the Chief of the Supreme Court Decree No. 140/KMA/SK/X/2008 on Guidance for Management and Implementation of Research, Development, Education, and Training of Law and Justice, it is affirmed that within one-year

budget, Puslitbang should implement: assessment, feasibility test of policy plan, the development of legal and judicial model product, selection and issuance of important decisions, selection of important decisions to be proposed as jurisprudence, annotation of judgments being jurisprudential, and other activities deemed necessary by the Supreme Court leadership.

In fact, however, Puslitbang has not gained full-trust to perform its duties and functions. The activities that have been performed by Puslitbang related to article 19 are: 1) in 2015 were 22 research conducted, and landmark decisions, 2) in 2016 there were 16 research, landmark decisions and republication compilations, and 3) In 2017 there were 14 research, landmark decisions, and republication compilations. From the last-3-year-data, the Puslitbang's tasks that had been performed were only conducting research and selecting important decisions so the Puslitbang's functions stated in article 19 have not been fully implemented.

The main obstacle faced by Puslitbang in carrying out its duties and functions is the lack of skilled human resources in the Puslitbang management, either in the implementation of research or other supporting activities. This main obstacle causes uneven distribution of workloads on the resources of Puslitbang management. Some Puslitbang managers who are deemed competent will have more difficult tasks than others. Besides, the lack of coordination between sub-supporting organizers of Puslitbang causes a lack of openness in every activity so that the work achieved is not optimal.

The purpose of this study is to determine the right strategies in order to improve the function of Puslitbang of the Supreme Court as a research and development center in law and justice field. Thus, efforts should be made to overcome various obstacles in Puslitbang management. These efforts should be formulated so Puslitbang will be better in doing its function. This is very important in the midst of the development of science, technology, and society. The slow response of Puslitbang in overcoming the obstacles it faces will result in the deterioration of performance quality.

The measurement of Puslitbang's performance quality as a public sector institution is based on its goal to provide services to meet the needs of the community and to use its resources effectively and efficiently (Balabonienė & Večerskienė, 2015, p. 14). Efforts made in order to assist Puslitbang in achieving the performance results, as a public sector institutions, it is necessary to implement strategic management to related the performance of public sector organizations to changing environmental conditions (Oja, 2016, p. 2). Strategic management applied to an institution according to David (2011, p. 6) is performed in three stages by looking at the factors affect the achievement of the institution's goals either from within or outside the institution. The steps are 1) strategy formulation, 2) strategy implementation and 3) strategy assessment.

The stages of strategy formulation as stated by David (2011, p. 177) are 1) input stage by identifying internal and external factors of the institution, 2) matching stage to determine the real condition of the institution, 3) decision stage to determine the right strategic alternatives for the institution. In this decision stage, strategy determination is performed by Quantitative Strategic Planning Matrix (QSPM) method.

Some studies on the implementation of QSPM method in determining the planning strategy in an institution or organization have been done by several researchers, among of them was done by Viryawan & Astawan (2016, p. 66) who successfully identified the factors influence the business activities of PT. PGN (Perusahaan Gas Negara) to obtain strategic alternatives in developing the business. The research was conducted by using Strengths Weaknesses Opportunities Threats (SWOT) and Quantitative Strategic Planning Matrix (QSPM) methods. The other was conducted by Hatamilah (2017, p. 32) who also uses QSPM and SWOT methods to determine the planning strategy for a profit-based company for both short and long-term.

In addition, there are also some studies that use QSPM in public sector institutions. For example, a study conducted by Putrikusuma, Hakim, & Noor (2016, p. 70) using QSPM to measure the quality of services at Puskesmas Purwodadi and the obtaining value of services is in a fairly good category. As well as a study by Ghosiyan, Ebadi, & Shojazadeh (2015, p. 124) who implements QSPM in sports field to develop strategic planning for 5 years and to know the conditions of the organization. Study by. E. David, David, & David (2009, p. 51) states that QSPM can easily analyze various strategic alternatives in a single analysis and be able to integrate internal and external factors in decision making.

Puslitbang's programs that have been running are still lacking in terms of human resource development for Puslitbang personnel (judges, researchers, and staff). Because it will be difficult to realize Puslitbang that has the best quality if it is not supported by improvements from within the institution to improve human resources at the Puslitbang itself. In addition, Puslitbang is very lacking in coordinating with the institution that fosters the functional position of researchers, in this case, is LIPI. Thus, researchers at the Supreme Court are very slow in obtaining the latest information

relating to the functional position of researchers. These are some things that want to be examined about what factors become advantages and disadvantages in the management of the Puslitbang.

These examples are small examples of constraints in the management of the Puslitbang. Other constraints will be further analyzed by the researcher through observation and categorized in internal and external factors that influence the management of the Puslitbang. The management of the Puslitbang must be immediately analyzed so that the solutions can be found to improve the implementation of the Puslitbang. If these obstacles are left unchecked without any further steps to find a solution, it will have an impact on the quality of the results of the Puslitbang's own research activities. Both are research activities and other activities organized by the Puslitbang.

The explanation above showing how the current management of the Puslitbang.The scope of its activities is still narrow, only to the extent of conducting research and development on certain topics. Whereas if seen in KMA Decree No. 140/ KMA/SK/X/2008 Article 17 Puslitbang Kumdil has a wide scope in addition to conducting research and assessment activities which are also conducting a feasibility study of the policy plan. As well as Article 18 also explained that the Center for Research and Development also has the task to carry out the activities of the development of models/legal and judicial products (jurisprudence, the draft law, act, etc).

With the implementation of the tasks and functions of the Puslitbang of the Supreme Court in addition to research activities and scientific publications, it must be evaluated what factors become obstacles in fulfilling all that should be the task of the Puslitbang. The aim is that the capacity of the Puslitbangwhich is still limited to research and publication can develop to be able to carry out all the tasks presented above. If this can be implemented, the Puslitbang will have an important role in the formulation of policies and the development of law and justice.

The problem formulation that will be discussed in this research is: "What strategies can be taken to improve the function of the Center for Research and Development of the Supreme Court with the QSPM method?" From that question, this research is expected to be able to see how the quality of Puslitbangnow by analyzing internal and external factors using the Quantitative Strategic Planning Matrix (QSPM) method. Then after obtaining the results from the matrix, a SWOT (Strengths Weakness Opportunities Threats) analysis is conducted to find out the strengths, weaknesses, opportunities, and threats in the management of

the Research and Development Center. By knowing this, it is expected to be an evaluation material in correcting deficiencies at the current Research and Development Center for Education and Culture. Thus, the quality and competence of the Puslitbang of the Supreme Court can continue to be improved for the progress of the legal and judicial system in Indonesia.

In this study, the QSPM method will be applied to public sector institutions, namely the work unit at the Supreme Court as a state high institution. The results of the analysis obtained will be used to determine strategies that must be implemented for the institutional capacity building. The aim to be achieved is to find out the quality of the Center for Research and Development management so far and how to do strategic planning to improve the quality of the Puslitbang. Because the Puslitbang has an important role in providing new insights from the results of research carried out for progress in the field of law and justice and contributing to realizing a great judicial body as the vision of the Supreme Court.

## II. METHOD

The method of this research is quantitative descriptive. The descriptive method had chosen because of the purpose of this research for describing systematically about the topic under study and provides an overview of the current quality of Puslitbang, as well as provides an assessment to determine the right alternative strategies for the institution. The result of this research will be strengthened by a quantitative approach that is able to provide exact figures about the priority of the strategy for enhancing Puslitbang using QSPM. The data were collected by doing an observation for getting the internal and external factor that influencing the activity of Puslitbang. And also giving questionnaires to the staff of Puslitbang of Law and Justice of Supreme Court as study respondents.

Respondents in this study were all Puslitbang employees amounting to 39 people. The taking of respondents is based on the category of anyone who has a role and responsibility in the ongoing research center, which is all employees themselves. This sampling technique called saturation sampling. Saturation sampling as conveyed by Sugiyono in Putri & Nyoman (2017, p. 114) is a sample determination technique if all members of the population are used as samples. This simple technique is used when the population is small.

From the questionnaires distributed, there were only 31 respondents who returned them because there were some employees who were in charge of conducting research and some were not

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willing to participate in filling it. The data obtained using questionnaires with Likert scale in range 1-4 (1 = the response is poor, 2 = the response is average, 3 = the response is above average, 4 = the response is superior). This research using a questionnaire because it contains questions that logically relate to research problems, and the list of questions is made quite detailed and complete. And Likert scale used for measuring a person's opinion about an event or social phenomenon. This research was done 3 months on May-July 2017.

The data were then analyzed using the IFE (Internal Factor Evaluation) matrix and EFE (External Factor Evaluation) matrix. The following step is how to analyze using IFE and EFE are:

1. Identifying internal/external factors
2. Giving weight and rating to these internal/external factors as following: 1 = the response is poor, 2 = the response is average, 3 = the response is above average, 4 = the response is superior
3. Then add the weight given by each respondent for each criterion. The average weight is obtained by dividing the number of weights for each of these criteria by the total weight of all criteria.
4. Then calculate the number of ratings given by each respondent on each criterion. The average rating is obtained by dividing the number of ratings for each of these criteria by the number of respondents.
5. Determine the weighting score of each criterion on internal/external factors by multiplying the average weight with the average rating. This score shows how much the internal/external factors give an impact on the success of Puslitbang
6. Summing up the weighting score to get the total score of weighting internal/external factors. This total score shows how the organization is against internal/external factors that affect it.

The results were then combined in the IE (Internal-External) matrix and the SWOT (Strengths Weakness Opportunities Threats) matrix. The last stage analysis performed was an analysis with a QSPM matrix.

## III. Results and Discussion

The determination of strategy in Puslitbang management is the part of the strategic management application. Strategic management is an action in formulating, implementing and evaluating decisions or policies that support the organization in achieving its goals. The implementation of strategic management in the public sector as conveyed by Taufiqurokhman (2016, p. 57) will enhance the institutional effectiveness in terms of policy, substantivity and long-term management capacity.

Strategic management in the public sector will help the institution to survive in the short, medium and long-term in facing changes in internal and external factors that directly or indirectly affect the institution. Results of internal and external factor analysis of Puslitbang are performed in 3 stages, they are:

### A. Input Stage

The input stage is the stage of matrix compilation for internal and external factors affect the management of an institution.

#### 1) IFE (Internal Factor Evaluation) Matrix

IFE matrix is a matrix that shows internal factors in Puslitbang. Internal factors are divided into categories of strengths and weaknesses presented in Table 1.

Based on the IFE matrix in Table 1, it can be seen that the total score for internal factors at Puslitbang is 2.40. The strength factor that has a major role in the institution's success is the availability of routine research budget with a score of 0.36. Then, followed by the availability of publication facilities of research results and the ease of communication between leaders and staff in the institution with a score of 0.33. These strength factors should be utilized to good use for the institution's improvement.

The IFE matrix also shows the biggest weakness factor of the institution, i.e the absence of Standard Operational Procedure (SOP) in the management of the institution and stakeholder policies that do not fully support the implementation of the R & D programs with a score of 0.17. These weakness factors should be avoided and sought after solutions to correct those weaknesses in order to turn them into new strength factors for the institution.

#### 2) EFE (External Factor Evaluation) Matrix

EFE matrix is a matrix that displays external factors that include opportunities and threats. Obtaining scores for external factors can be seen in Table 2 of the following EFE matrix.

From Table 2, the obtaining total score for external factors is 2.48. With the most important opportunity factor for the improvement of the institution is the eagerness to become an R&D institution that become the source and reference in the field of law and justice with a score of 0.38. Followed by the opportunity factor for community needs for law and justice, the development of technology and information, as well as regulation on research with the same score of 0.34.

**Table 1.**
IFE Matrix

| NO. | INTERNAL FACTORS | WEIGHT (W) | RATING (R) | W x R |
|---|---|---|---|---|
| | **WEAKNESSES** | | | |
| 1 | Lack of skilled human resources in the management of the institution | 0.10 | 1.52 | 0.15 |
| 2 | The absence of research standard and guidance | 0.10 | 1.52 | 0.15 |
| 3 | The absence of SOP in the management of the institution | 0.10 | 1.65 | 0.17 |
| 4 | Research guidance activities are not maximum | 0.09 | 1.65 | 0.15 |
| 5 | Stakeholder policies that do not fully support the implementation of the R&D programs | 0.10 | 1.65 | 0.17 |
| | | | **Total Weaknesses** | **0.78** |
| | **STRENGTHS** | | | |
| 1 | HRs, i.e researchers, consisted of researchers in functional and judge positions | 0.10 | 3.16 | 0.32 |
| 2 | Availability of publication facilities of research results | 0.10 | 3.26 | 0.33 |
| 3 | Availability of cooperation network between research implementation and judicial institution | 0.09 | 3.16 | 0.28 |
| 4 | Ease of communication between leaders and staff in the institution | 0.10 | 3.26 | 0.33 |
| 5 | Availability of routine research budget | 0.11 | 3.29 | 0.36 |
| | | | **Total  Strengths** | **1.61** |
| | | **TOTAL IFE (INTERNAL FACTOR EVALUATION)** | | **2.40** |

*Source: Data processed (2017)*

The EFE matrix also shows the biggest threat factor for Puslitbang is the lack of coordination with the advisory body of researchers in functional position with a score of 0.17. Another significant threat is budget cuts due to government policies that affect the reduction of research funds with a score of 0.16. These threat factors must be followed up by optimizing the existing strength and opportunity factors so that they do not interfere with the management of the institution in achieving its goals.

## B. Matching Stage

### 1) IE Matrix

IE (Internal-External) matrix is a matrix used to analyze the organization's strategic condition and position in carrying out its activities. This IE matrix helps to determine the position of the institution into a matrix consisting of nine cells. Some of these cells have different types of strategies based on institutional conditions. The IE matrix is a continuation of the IFE and EFE matrices by combining the EFE matrix score on the Y-axis and the IFE matrix score on the X-axis.

In Figure 1, the IE matrix has nine quadrants. Those quadrants are divided into three categories
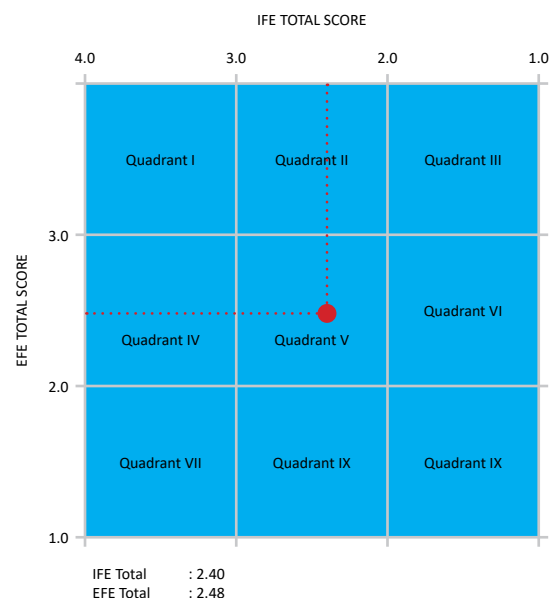


**Figure 1.** IE Matrix

*Source: Data processed (2017)*

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**Table 2.**
EFE Matrix

| NO. | EXTERNAL FACTORS | WEIGHT (W) | RATING (R) | W x R |
|---|---|---|---|---|
| | **THREATS** | | | |
| 1 | Lack of human resource development opportunities outside the R&D activities | 0.10 | 1.52 | 0.15 |
| 2 | The similarity of research topics with other institutions | 0.09 | 1.58 | 0.14 |
| 3 | Entry of parties from outside R&D as executors of research activities | 0.09 | 1.55 | 0.14 |
| 4 | Lack of coordination with the advisory body of researchers in a functional position | 0.10 | 1.65 | 0.17 |
| 5 | Budget cuts due to government policies that affect the reduction of research funds | 0.10 | 1.58 | 0.16 |
| | | | **Total Threat** | **0.76** |
| | **OPPORTUNITIES** | | | |
| 1 | Community needs for law and justice | 0.10 | 3.39 | 0.34 |
| 2 | Development in technology and information | 0.10 | 3.39 | 0.34 |
| 3 | Utilization of R&D products | 0.10 | 3.23 | 0.32 |
| 4 | Eagerness to become R&D institution as the source and referral in law and justice | 0.11 | 3.48 | 0.38 |
| 5 | Regulation on research | 0.10 | 3.39 | 0.34 |
| | | | **Total Opportunities** | **1.72** |
| | | | **TOTAL EFE (EXTERNAL FACTOR EVALUATION)** | **2.48** |

*Source: Data processed (2017)*

of strategies according to F. R. David (2011, p. 189) namely:

1. Quadrant I, II and IV under the category of growing and build.
2. Quadrant III, V, VII under the category of hold and maintain.
3. Quadrant VI, VIII, IX under the category of harvest or divest.

Based on the data that have been processed, the IFE score is 2.40 and the EFE score is 2.48 at the Puslitbang of Supreme Court institution. Those numbers when applied to the IE matrix, the position of Puslitbang of Supreme Court institution currently exists in quadrant V. The right strategy to apply to the institution ranked in the quadrant V is the hold and maintain the strategy. The hold and maintain strategy, as presented by F. R. David (2011, p. 189), can be:

*a)   User Penetration*

The intended user penetration is a strategy that aims to enable the organization to expand its users. Appropriate steps taken to increase the number of users of Puslitbang's research result outputs is to improve publications and cooperation with outside agencies and community. The strategy to improve the publication and cooperation is expected to optimize the utilization of research results that have been conducted to be able to be used by institutions need them as consideration in policy-making and can be new insight for the community in the progress of law and justice in Indonesia.

Puslitbang of the Supreme Court has good publicity and cooperation facilities including the availability of websites that can help faster information delivery and results of activities to the entire community and ease of access anywhere and anytime. Then the availability of books on research results, scientific journals, and a collection of recollections of certain decisions. The thought-based books from researchers and researchers' judges at the Center for Research and Development were given free of charge to all judicial institutions in the four environments and state universities in Indonesia.

**Table 3.**
SWOT Matrix

| | Strength | Weakness |
|---|---|---|
| **Internal Factors** | Human Resources, i.e researchers, consisted of researchers in functional and judge positions | Lack of skilled human resources in the management of the institution |
| | Availability of publication facilities of research results | The absence of research standard and guidance |
| | Availability of cooperation network between research implementation and judicial institution | The absence of SOP in the management of the institution |
| **External Factors** | Ease of communication between leaders and staff in the institution | Research guidance activities are not maximum |
| | Availability of routine research budget | Stakeholder policies that do not fully support the implementation of the R&D programs |

| Opportunities | S-O Strategy | W-O Strategy |
|---|---|---|
| Community needs for law and justice | Increase the number of researchers in Puslitbang with different expertise in order to improve the capacity of institutions and meet the needs of the community in law and justice (S1, O14) | Development of human resource quality through training, seminars or conferences outside or inside the Puslitbang to add more insight and information to improve the quality and skills of human resources in managing Puslitbang (W1, O124) |
| Development in technology and information | Maximize the utilization of Puslitbangpublication and cooperation facilities in a responsive way to deliver all results of Puslitbang activities to be known by the public (S23, O23) | Determine the standards and guidelines of research and make indicators achievement in every implementation of Puslitbang activities (W24, O3) |
| Utilization of R&D products | Leader's role in accommodating the aspirations of staff as consideration in determining policies related to the implementation of research and management of Puslitbang(S45, O5) | Increase the openness, coordination, and commitment of each component that plays a role in the implementation of Puslitbang activities(W35, O5) |
| Eagerness to become R&D institution as the source and referral in law and justice | | |
| Regulation on research | | |

| Threat | S-T Strategy | W-T Strategy |
|---|---|---|
| Lack of human resource development opportunities outside the R&D activities | Budget flexibility in supporting the implementation of Puslitbang activities with regard to the institutional needs (S145, T15) | Prepare Puslitbang activities by taking into account the needs, the capacity of human resources and finances of the institution (W1245, T1235) |
| The similarity of research topics with other institutions | Create discussion forums with internal and external institutions in determining research topics and publications of research results (S23, T234) | Cooperate with other research institutions to exchange opinions related to the implementation and management of research institution (W3, T4) |
| Entry of parties from outside R&D as executors of research activities | | |
| Lack of coordination with the advisory body of researchers in a functional position | | |
| Budget cuts due to government policies that affect the reduction of research funds | | |

*Source: Data processed (2017)*

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The availability of these two facilities must be optimized to expand the network of the results of the publication of Puslitbang. With the aim, the results of Puslitbang can be utilized and known by the public. Therefore, Puslitbang of the Supreme Court must expand the network of cooperation not only in the judicial environment but also to other institutions that have the potential to improve the quality of Puslitbang both in terms of research results and management of the institution.

b) *Output Development*

In this strategy, the institution must be able to make improvements to the outputs of existing activities or develop new outputs to improve the quality of the institution. Outputs of Puslitbang as the results of existing activities in the form of research results, scientific journals, landmark decisions, compilation and republication of decisions. The quality of the existing outputs must be maintained by making a standard. With the existence of the standard, activities can be used to control the output quality. So, it can increase public trust or stakeholders as users in utilizing the results of Puslitbang.

The output of other activities that can still be developed is the result of seminars and comparative studies both at internal and abroad. The results of these two activities are still not optimal because participants from the seminar held are still limited to the Jakarta area and its surroundings and the scope of the topic of the seminar is still limited to some research results. The seminar will be very good if it is developed by looking at current issues and what topics are getting public attention. And by expanding the scope of participants not only those around Jakarta but are expected to reach the national scale throughout Indonesia.

2) *SWOT Matrix*

SWOT Matrix is a matrix used by the institution to analyze factors that become strengths, weaknesses, opportunities, and threats in its sustainability. This SWOT Matrix provides four strategic alternatives with SO (strengths-opportunities) strategy by maximizing their strengths to capitalize on the existing opportunities, ST (strengths-threats) strategy by using the strengths to confront threats,

WO (weaknesses-opportunities) strategy by covering the existing weaknesses by exploiting the opportunities and WT (weaknesses-threats) strategy by reducing weaknesses to avoid the threats. The compilation of SWOT matrix as the results of analysis from the researcher was done by pairing internal and external factors to produce a strategy. The results of the analysis are shown in the SWOT matrix in Table 3.

Based on the SWOT matrix in Table 3, there are 10 strategies consisting of 3 S-O strategies, 3 W-O strategies, 2 S-T strategies, and 2 W-T strategies. Strategies in the SWOT matrix can be categorized based on the strategies obtained from the analysis of the IE matrix namely:

a) *User Penetration*

Strategies in the SWOT matrix included in strategies with goals to increase the number of output users are S-O2, S-T2, and W-T2 strategies.

b) *Output Development*

Strategies in the SWOT matrix that can be used to develop new outputs and improve the existing outputs are S-O1, S-O3, W-O1, W-O2, W-O3, S-T1, and W-T1 strategies.

## C. Decision Stage

Quantitative strategic planning matrix (QSPM) helps to prepare the strategy in evaluating the strategic alternatives objectively. According to F. R. David (2011, p. 192) QSPM is a technique used in the final stages of the strategy formulation analysis framework. This QSPM matrix is based on strategic alternatives obtained at the matching stage.

The obtaining results of IE and SWOT matrix are 10 strategic alternatives for the current condition of Puslitbang management. Therefore, each of these strategic alternatives should be analyzed by the QSPM (Quantitative Strategic Planning Matrix) method to get the best and most important strategy results to be selected and performed by the institution. The selection of which strategy is best-suited to the institution on this QSPM method is selected based on the highest score. Table 4 shows the results of the QSPM matrix for 10 strategic alternatives.

Based on the results of the above QSPM matrix, the strategic alternative with the lowest value of 0.25 obtained is the leader's role in determining the policy for the implementation of research or Puslitbang management. This strategy is part of SO (strength-opportunity) strategy.

**Table 4.**
Scores of Strategic Alternative with QSPM

| No | Strategic Alternatives | Total Score |
|:---:|---|:---:|
| 1 | Increase the number of researchers with diverse expertise (SO1) | 5.32 |
| 2 | Utilize publications and cooperation in delivering the activity results to the community (SO2) | 5.42 |
| 3 | Leader's role in determining policies by considering the needs of R&D (SO3) | 0.25 |
| 4 | Budget flexibility in supporting the activities (ST1) | 5.70 |
| 5 | Conduct discussion forums with internal and external institutions (ST2) | 5.86 |
| 6 | Human Resource Development (WO1) | 5.66 |
| 7 | Establish research standards and guidelines (WO2) | 5.39 |
| 8 | Openness, coordination, and commitment among R & D components (WO3) | 5.61 |
| 9 | Preparation of activities by taking into account the needs, HR and financial capacities (WT1) | 5.66 |
| 10 | Cooperate with other research institutions (WT2) | 5.62 |

*Source: Data processed (2017)*

The strategic alternative with the highest score of 5.86 is to create discussion forums with internal and external institutions in determining research topics and research publications. This strategic alternative is a description of the ST (strengths-threats) strategy and is part of a strategy for user penetration.

The strategic alternative which becomes the second priority is the flexibility of financial use to support the implementation of Puslitbang activities with regard to the institutional needs with a score of 5.70. This strategic alternative is also a breakdown of the ST (strengths-threats) strategy that also includes a strategy that can be done for user penetration.

The third alternative with a score of 5.66 is the development of human resource quality through training, seminars or conferences outside or inside the Puslitbang to add more insight and information to improve the quality and skills of human resources in managing Puslitbang. This alternative strategy is part of the WO (weaknesses-opportunity) strategy and output development strategy.

Another strategic alternative that has the same score is the strategy of preparing the Puslitbangactivities by taking into account the needs, the capacity of human resources and finances of the institution. This strategy is a WT (weaknesses-threats) strategy which is also included in output development strategy.

The result of QSPM matrix is the determination of strategic alternative as the first-priority to be implemented immediately by Puslitbang and which results are according to IE matrix that describes the current Puslitbang position in quadrant V with strategies need to be done, i.e user penetration and output development. Based on the above analysis, there are four priority strategies to be implemented in Puslitbang. These strategies include:

*1) Creating Discussion Forum With Internal And External Institutions*

In implementing this strategy Puslitbang should start expanding its network of cooperation with other organizations, both government- or private-owned related to the field of law and justice. The roles of institutions outside Puslitbang are needed to exchange ideas and opinions in determining the important actual topics to be researched and bring benefits to society in general. The focus of this cooperation is not only for external institutions but also with internal institutions. The values that underlie the achievement of the cooperation of R&D institutions are: 1) the similarity of goals, 2) the similarity of perception, 3) the willingness to work together, 4) mutual benefit, 5) the openness and honesty (Surminah, 2013, p. 106). Improvement of cooperation activities in Puslitbang will be very good if it can be targeted to be able to establish cooperation in terms of research-funding and scholarship provision for human resources in Puslitbang especially researchers.

In relation to increasing publication and expanding the network of cooperation, Puslitbang can develop forms of discussion activities that have been carried out. The form of discussion activities that have been carried out are seminars and focus group discussions. To get information and a broader view from outside Puslitbang, the discussion activities can be further developed in the form of panel discussions, symposiums, conferences, dissemination or various other forms of discussion.

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Another thing to note is the participants in the discussion activity. Puslitbang must be able to diversify participants who participate in each discussion carried out. These participants will be very good if they come from various government and private organizations. So, suggestions, ideas, opinions accommodated by Puslitbang are not only from internal institutions but also from external ones. With the increasing participation of parties outside Puslitbang, it will also help in expanding the publication of the results of other Research and Development activities. Thus the existence of Puslitbang and the results of its research will be increasingly recognized and recognized by the wider community.

The effort that can be done Puslitbang to increase the publication of research results is by encouraging researchers to actively publish the results of their research in scientific journals. Publish the results of these studies in scientific journals will facilitate the arrival of information to the wider community. Especially now that many scientific journals have used the OJS system (open journal system) so that it is easily accessible anytime and anywhere. In addition to motivation to write in scientific journals, researchers at the Research Center must have a citation account to document the results of their writing in online media. This citation account is very easy to get and is not paid. One of the search engines that we already know is Google Scholar. The advantage of this citation account is that every researcher's publication into a scientific journal can be reviewed how many people are using the results of the research by looking at the number of the population. This citation number shows the number of individuals who quote or use the results of the researchers' thoughts. The higher the citation number the better because it shows that the results of the study bring many benefits to the wider community.

Moreover, Puslitbang has had scientific journal publications in the OJS system. Efforts to encourage the motivation of researchers at the Research and Development Center to publish the results of their work in this facility are one of the ways to maximize the factors that become a force in the management of the Research and Development Center.

### 2) Budget Flexibility

Puslitbang's activities have been funded by the state budget, in which its implementation is obedient to the rules of the finance minister. The availability of routine budget is a strength factor owned by Puslitbang in carrying out its activities. The financing of the current research activities follows Regulation of the Minister of Finance No.

33/PMK.02/2016 on Input Costs Standard in Fiscal Year of 2017. However, the weakness of Puslitbang on a budget is the unavailability of the budget for human resource development. So far, if Puslitbang needs funding for human resources development, it will be directly requested to the budget of Secretariat and Pusdiklat of Leadership Management as the second echelon II unit at Badan Litbang Diklat Kumdil MA RI. This becomes an obstacle for every Puslitbang personnel in need of funding to carry out training, attending seminars or conferences outside Puslitbang. This is because it takes a long time to propose the budget because of the bureaucratic process in the two institutions, i.e. Puslitbang and the Secretariat or with Pusdiklat Menpim.

### 3) Development of ofPuslitbang Human Resources

The progress of an organization cannot be separated from the quality of its human resources. Especially with the development of social-community, technology, and information today. Every personnel in Puslitbang as an institution that focuses its activities on research and development it should be able to improve its expertise and skill to adapt to the development of technology and society today. As conveyed by Hermawati, Kusbiantono, Setiawan, & Surminah (2013, p. 15), to achieve R&D generation integrated with various disciplines and have extensive networks, human resources, i.e researchers have a strong impact on it.

Human resource development activities that have been carried out by Puslitbang are currently still not optimal because it is carried out three times in one year and attended by all personnel Puslitbang (in one large class). The activity is named upgrading where this activity aims to provide a briefing to all research teams prior to the implementation of the research. As well as finalizing the research focus that will be carried out both how to formulate the problems to be examined, data collection and how the analysis will be carried out to get good research results. The activity was not optimal because of the lack of interest from the participants themselves who felt bored and did not focus on the lecture system that discussed all of the research topics at one time.

In responding to this, Puslitbang must be willing to improve from within its own institution by giving the opportunity to all personnel who manage Puslitbang especially researchers to be able to develop their abilities by attending seminars, conferences, training or discussion activities organized by inside and outside institutions. And if the cooperation function at the Research Center has run well and is able to provide learning opportunities with scholarships. This will motivate

every personnel at Puslitbang, especially the researchers to always develop their insight and ability to provide optimal results to carry out each task and responsibility given.

The implementation of human resource of Puslitbang is inseparable from the leadership policy. Therefore, leaders must also be able to understand the needs of the staff below to be able to express and develop their abilities. A leader is expected to provide direction and policies that support the progress of his institution. With the improvement of the quality of HR management, the quality of the activities obtained will also improve better. In addition to the role of leadership policy, the development of this human resource also requires the availability of sufficient budget for its implementation. So that, to advance an institution, it cannot only focus on developing human resources but also related to how to prepare budgets and policies so that the desired goals can be achieved.

*4)   Preparation of Activities in accordance with with Capacity of Puslitbang Resources*

In preparing the activities, Puslitbang must consider the needs of institutions and community in determining the topics to be studied. Puslitbang must also be innovative in preparing its activities to improve the quality of research results. Puslitbang activities do not just fixate on what has been run. These activities should be able to adapt to the current progress of technology and social-community as Puslitbang's opportunity factors to become a reference institution for research and able to meet the community's need for legal and judicial information.

World-class indicators for measuring the performance of R&D institutions developed by Surminah et al. in Putera, Akil, Aminullah, Triyono, & Hidayat (2013, p. 275) have four categories: input, process, output, and outcomes. Input indicator includes the ratio of the number of researchers and R&D personnel, facilities, journal publications, database subscriptions and the proportion of research costs to total costs in R&D activities. Indicators for process categories include the ratio of the number of research activities to the number of researchers, research cooperation, quantity of documentation, organizing congresses, conferences, and training.

Then the indicators for outputs as the results of R&D activities are technological packages, new products, IPR/patents, services, designs/models and scientific publications. As well as indicators of outcomes as the results arising from the benefits of the R & D activities are: cooperation contracts with users, rewards for researchers, revenue from sales and technology transfer, percentage of total revenue of R & D result in commercialization with national income, able to overcome obstacles and optimize industrial, society and national units. The achievement of indicators in these four categories must be done by Puslitbang by preparing activities that take into account the capacity of its resources.

## IV. Conclusion

QSPM method provides 4 strategic alternatives that become priorities to improve the functions of Puslitbang by considering internal and external factors. Strategic alternatives are open discussion forums with internal and external agencies, budget flexibility, human resource development and preparation of activities based on the capacity of Puslitbang.

When the strategies are implemented, the improvement of the function of Puslitbang can be seen by several indicators. The indicator is 1) Puslitbang has various output not only research report, 2) More output from Puslitbang can be used by stakeholder for making policy, law experts reference and people who needs 3) The publication of Puslitbang get more interest not only from internal but also external organization.

In the future, integration between the functions of Puslitbang and the chamber system in the Supreme Court needs to be done. Then, the functions of publication and cooperation with an institution outside Puslitbang need to be enhanced to actualize better management of the Research and Development Center of Law and Justice of the Supreme Court.

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