

## **Human Resource Development Strategy in order to improve the performance of Banjarnegara District Court employees**

**Adhi Anggri Heru Soewarno<sup>1\*</sup>, Dwita Darmawati<sup>2</sup>, Rio Dhani Laksana<sup>3</sup>**

<sup>1\*</sup>Universitas Jenderal Soedirman, adhi.soewarno@mhs.unsoed.ac.id, Indonesia

<sup>2</sup>Universitas Jenderal Soedirman, dwita.darmawati@unsoed.ac.id, Indonesia

<sup>3</sup>Universitas Jenderal Soedirman, riodhani@unsoed.ac.id, Indonesia

\*Adhi Anggri Heru Soewarno

---

### **ABSTRACT**

This research analyzes the internal and external environment at the Banjarnegara Class IB District Court that affects organizational performance and how strategies are formulated for human resource development based on the results of the environmental analysis that has been carried out. The approach in this research is qualitative with data collection methods through interviews and documentation. The data analysis used is SWOT analysis.

The results showed that the Banjarnegara Class IB District Court has conducted an environmental analysis which is then used as the basis for preparing human resource development strategies. The strategies taken are increasing competence through training, structuring the organizational structure, optimizing human resources, and existing infrastructure, increasing cooperation with *stakeholders* and utilizing the development of information technology. This strategy has successfully supported the realization of good performance achievement in the Banjarnegara Class IB District Court. After knowing the strengths (strengths), weaknesses (weakneses), opportunities (opportunities) and threats (threats) of the Banjarnegara Class IB District Court, a growth strategy is obtained so that strategies that can be taken include 1) structuring the organizational structure with clarity on the performance objectives of each employee 2) increasing competence through training. 3) Implementation of organizational culture such as good service and strong knowledge sharing. Diversification Strategy (WO), 1) improving existing infrastructure facilities. 2) Good relationships between employees can provide employee motivation. 3. Differentiation Strategy (ST), increased cooperation with *stakeholders* 4. Defensive Strategy (WT), Improve the quality of human resources and the utilization of information technology developments.

**Keywords:** human resource development, SWOT, performance.

---

## **1. Introduction**

Human resources in the organization function to develop and manage other resources as much as possible so that they can generate profits. Human resource management is one of the key factors to get the best performance. Every organization is interested in the best performance that can be produced by a series of systems that apply in the organization. The problem of human resources is a problem that

important from the overall level of planning to evaluation that utilizes these human resources (Syamsuri et al., 2018).

The development of competent human resources (HR) requires continuous HR development efforts including determining development needs or a comprehensive needs *assessment*, setting general and specific goals, selecting methods, selecting media, implementing general programs and evaluating programs.

Mangkunegara (2018) suggests that performance factors can be seen from internal factors and external factors. Internal factors are factors associated with a person's traits such as the performance of someone who has high abilities and someone who is a hard worker, while someone who has poor performance is due to that person not having efforts to improve their abilities. External factors are factors that affect a person's performance that come from the environment such as the behavior, attitudes, and actions of coworkers, subordinates or leaders, work facilities and organizational climate. These internal and external factors are the types of attributions that affect a person's performance.

Banjarnegara District Court Class IB as one of the judicial institutions centered on the main function of receiving, examining, adjudicating, deciding, and resolving cases. Meanwhile, general administration as a supporting unit includes all activities intended to support the core business of the Court, including general administration, finance, staffing, and utilization of information technology. A strategy is needed to continuously improve the quality of technology-based judicial administration so that the services of justice-seeking communities are of higher quality and are useful in encouraging the renewal of judicial institutions so as to meet public expectations for a simple, efficient, fast and effective judicial process.

This research will use SWOT analysis to see how the human resource development of the Banjarnegara Class IB District Court in order to improve employee performance. Strengths, weaknesses, opportunities, threats (SWOT) analysis is one of the tools used to develop strategies based on the situation around the company that can affect employee and agency performance (Rangkuti, 2019). This factor is classified as internal and external factors, namely the relationship between the organization and the society that creates and supports it.

## **2. Literature Review**

### *2.1 Performance*

Performance is essentially a result of work that can be achieved by a person or group of people in an organization, in accordance with their duties and functions, so as to achieve organizational goals. Wibowo (2017) explains that performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy. Furthermore, Robbins & Judge (2020) suggest that performance is the result of work that can be achieved by a person or group of people in an organization in order to achieve organizational goals in a certain period of time.

Sedarmayanti (2017) reveals that performance is a translation of *performance* which means the work of a worker, a management process or an organization as a whole where the results of the employee's work must be measurable (compared to the work of the employee).

standards that have been determined). Performance is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Robbins & Judge, 2020).

### *2.2 Human Resource Development Strategy*

Siagian (2018) also states that Strategy is a series of fundamental decisions and actions made by top management and implemented by all levels of an organization in order to achieve the organization's goals. Human resource development is an effort made to improve the technical, theoretical, conceptual and moral abilities of employees to suit the needs of the job or position through education or training. Education aims to improve the theoretical, conceptual and moral skills of employees, while training for employees to improve technical skills in doing work and to increase knowledge (Amirullah, 2018). Human resource development is an effort to develop the quality or ability of human resources through the process of planning education, training and management of personnel or employees to achieve optimal results (Notoatmodjo, 2018). Development is a long-term educational process that uses systematic and organized procedures in which managerial employees learn conceptual and theoretical knowledge to achieve common goals (Fathoni, 2019). Human resource development is a process of planning education, training, and management of personnel or teachers to achieve optimal results.

### *2.3 SWOT Analysis*

SWOT analysis is a classic strategic planning instrument. Using a framework of strengths and weaknesses and external opportunities and threats, it provides a simple way to estimate the best way to implement a strategy. This instrument helps planners what can be achieved and what things need to be considered. Rangkuti (2019) states SWOT analysis as an analysis based on logic that can maximize strengths and opportunities, but can simultaneously minimize weaknesses and threats.

Robinson (1997) argues that SWOT Analysis is one of the most widely recognized instruments for analyzing the company's internal and external environment. This analysis is based on the assumption that an effective strategy will minimize weaknesses and threats. When applied accurately, this simple assumption has a major impact on the design of a successful strategy.

### *2.4 Previous Research*

Previous research is very important as a basis for preparing this article. The purpose is to find out the results that have been done by previous researchers, as well as comparisons and illustrations to support further research activities:

- Research by Rijal and Churiyah (2023)

This research was conducted to determine the development strategy of CV Kuda Mas Malang by using SWOT analysis. From the results of the SWOT analysis, several SWOT- based strategies can be applied, including optimizing skills.

specializing in snack and snack production, increasing production capacity, and utilizing local connections with raw material suppliers. This strategy is expected to increase the competitiveness of snack and snack MSMEs, expand market share, and face existing challenges.

- Budiman's research (2022)

This study aims to find out how the human resource training process improves employee performance, how the human resource education process improves employee performance, how the career development process is carried out in an effort to improve the quality of employee performance. Based on his research, it is found that employee performance is influenced by leadership style, training education, human resources, recruitment, transformational leadership, organizational commitment, competence and compensation and work motivation has a significant effect on employee performance.

### 3. Research Methodology

The type of research conducted by researchers is a type of research with qualitative methods. According to Sugiyono (2020) qualitative research is often called a naturalistic research method because the research is conducted in natural conditions (natural setting). Qualitative methods are used to obtain in-depth data, data that contains meaning.

### 4. Results

Based on the results of the analysis of the agency's internal environment in the form of *strengths* and *weaknesses* and the company's external conditions which include *opportunities* and *threats* that affect human resource development, the strengths, weaknesses, opportunities, and threats are then identified. The results of this analysis will be used to determine the position of the Banjarnegara Class IB District Court using an internal - external matrix (IE Matrix), which will map the position of an agency in a diagram. After knowing the position of the company, the results of the analysis are then used to formulate alternative strategies into a SWOT analysis. The following will be analyzed regarding the strengths, weaknesses, opportunities and threats of the Banjarnegara Class IB District Court.

Table 1. Internal Strategic Factor Analysis Summary (IFAS)

IFS (Internal Strategic Factor)	Weight	Rating	Value
Power			
Employee performance goals	0,2	4	0,8
Leadership capability	0,05	4	0,2
Education and training for employees	0,1	2	0,2
Rewarding outstanding employees	0,1	2	0,2
Working facilities and equipment Complete	0,05	2	0,1
Weaknesses			

Employees do not understand performance targets	0,1	3	0,35
Low level of employee discipline	0,1	2	0,3
The education level of employees is not in accordance with the prerequisites of the position	0,05	2	0,25
Coordination between employees is still lacking	0,05	1	0,35
Weak employee commitment to the agency	0,1	2	0,2
<b>Total</b>	<b>1</b>		<b>2,95</b>

Based on the identification of external factors of the Banjarnegara Class IB District Court in the form of *opportunities* and *threats* that affect employee performance. By entering the results of the identification of opportunities and threats as strategic factors, then giving weights and ratings, the results can be obtained as shown in the table below.

Table 2. External Strategic Factors

<b>EFS (External Strategic Factor)</b>	<b>Weight</b>	<b>Rating</b>	<b>Value</b>
<b>Opportunities</b>			
Employees become more aware of their responsibilities	0.1	2	0.2
Technology development	0.1	2	0.2
Career prospects	0.1	3.5	0.35
Creative and innovative thinking	0.1	3	0.3
Community satisfaction	0.1	3	0.3
<b>Threat</b>			
Increased demands for professionalism from society	0.1	3.5	0.35
Unorganized bureaucracy	0.1	3	0.3
Emergence of new information technologies	0.1	2.5	0.25
Negative public perception	0.1	3.5	0.35
Unhealthy competition between employees	0.1	3	0.3
<b>Total</b>	<b>1.00</b>		<b>2,90</b>

## 5. Discussion

SWOT analysis compares external factors of opportunities and threats with internal factors of strengths and weaknesses. The internal factors are put into a matrix called the internal strategic factor matrix or IFAS (Internal Strategic Factor Analysis Summary). The external factors are put into a matrix called the external strategy factor matrix EFAS (External Strategic Factor Analysis Summary). After the internal and external strategic factor matrix is completed, the results are then entered into a quantitative model, namely the SWOT matrix to formulate the company's competitive strategy. This matrix can produce 4 sets of possible strategic alternatives.

## 6. Conclusion

That the human resource development strategy for performance improvement uses several policies that are tailored to several considerations and intended targets. After knowing the strengths (strengths), weaknesses (weaknesses), opportunities (opportunities) and threats (threats) of the Banjarnegara Class IB District Court, a growth strategy is obtained so that strategies that can be taken include 1) structuring the organizational structure with clarity on the performance objectives of each employee 2) increasing competence through training. 3) implementation of organizational culture such as good service and strong knowledge sharing. 4) improvement of existing infrastructure. 5) Good relationships between employees can provide employee motivation.

## References

- Amirullah. (2018). *Introduction to Management: Function-Process-Control*. Mitra Wacana Media.
- Budiman, D. (2022). Human Resource Development Strategy in Improving Employee Performance. *SENMABIS: Conference Series*.
- Fathoni, A. (2019). *Organization and Human Resource Management*. Rineka Cipta. Mangkunegara,
- A. P. (2018). *Corporate Human Resource Management*. PT. Remaja Workshop.
- Notoatmodjo, S. (2018). *Human Resource Development*. Rineka Cipta. Rangkuti, F. (2019). *SWOT Analysis Techniques for Dissecting Business Cases*. Gramedia.
- Rijal, M. S., & Churiyah, M. (2023). HR Development Strategy (Study on Employees of CV. Kuda Mas Malang) Based on SWOT. *Creative Management Journal (MAKREJU)*, 1(2), 9- 21.
- Robbins, S. P., & Judge, T. A. (2020). *Organizational Behavior*. Fourth Edition. Sedarmayanti. (2017). *Human Resource Management*. Refika Aditama. Siagian, S. P. (2018). *Human Resource Management*. PT Bumi Aksara. Sugiyono. (2020). *Business Research Methods*. Alfabeta.
- Syamsuri, A. R., Musannip, Z., & Siregar, E. (2018). Analysis of Training, Work Discipline, Remuneration, and Achievement Motivation with Job Satisfaction as an Intervening Variable on Employee Performance. *Journal of Socio-Economics and Humanities*, 2(2), 95-. 105. <https://doi.org/10.32487/jshp.v2i2.470>
- Wibowo. (2017). *Performance Management*. Rajawali Press.