

SWOT ANALYSIS IN EMPOWERING THE HUMAN RESOURCES OF THE CIVIL APPARATUS OF THE MUSIRAWAS DISTRICT TOWARDS BUREAUCRATIC REFORMATION

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Abstrak

Keywords: <i>Empowering the human resources of the civil apparatus, Bureaucratic reformation</i>	<i>This bureaucratic reform was also carried out in Musi Rawas Regency. BKPSDM which has the main task of carrying out the affairs of the Regional Government in the formulation and implementation of regional policies in the field of Civil Service and has a function in connection with regional staffing affairs is the spearhead in the bureaucracy reform that was nationally proclaimed. This research uses descriptive qualitative research methods. Data collection techniques in this study were interviews, In accordance with the research method, the data analysis technique used in this study uses qualitative techniques. From the main elements of the organization namely Men, Money and Material all three are important elements, but what are the human factors that will provide energy for other elements (Money and Meterial), Human Empowerment in an organization is very vital, SWOT analysis produces strengths and opportunities in human empowerment by maximizing supervision by utilizing budget availability.</i>
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Introduction

Reliable human resource assets can be a source of sustainable competitive advantage because these human assets have social knowledge and complexity that are difficult for competitors to emulate. The implementation of bureaucratic reform implies that the government bureaucracy can take place properly according to the goodness of modern management principles that are getting better in development and service to the community which is the main task of the public servant. On the other hand, efforts for internal improvement continue to be pursued by developing the capacity and competency of the organizers both in quality and quantity.

Talking about apparatus HR management is endless and demands a deep thought. This is because the HR apparatus is a dynamic and unique dimension compared to managing other

resources. Humans have different characteristics, characters, motivations, and emotions that require different handling / manage for each person. Human resources are the most important resources in every organization, where humans are the movers and managers of other resources. Therefore, one of the responsibilities of an organization is obtaining, managing, motivating, and controlling its human resources to achieve organizational progress effectively.

Basically, ASN in various countries has a main role as, implementing the laws and regulations; carry out public service management functions; government manager; manager / corporate leader; and administrators (managers of assets and state / regional finances). Thus, the demand for bureaucratic reform will directly bring consequences for the direction of improving the state civil service system that must be followed, especially the performance problem of the bureaucratic apparatus of the Civil Servants, which until now is still considered not as expected. The performance of apparatuses in carrying out their duties and functions is not yet optimal, as indicated by the large number of complaints submitted by the public over public services provided by the government so far, as well as frequent cases of abuse of authority in the form of corruption, collusion and nepotism, as well as placement apparatus that is not in accordance with job requirements. Nevertheless, the current performance and management of the HR apparatus continues to obtain comprehensive and gradual improvement by prioritizing or based on competence. The improvements are based on general provisions in Law No. 5 of 2014 concerning Personnel Principles, namely overall efforts to improve efficiency, effectiveness and professionalism in the implementation of duties, functions, and staffing obligations which include planning, procurement (recruitment), quality development, placement, promotion, payroll, welfare, and dismissal.

In addition to performance issues, demands for renewal of Apparatus HR management also come from the public as the recipient and object of public services provided by the government. Slow service, service culture that is not oriented to customer satisfaction, the inability of officers to handle complaints, also the mindset of service officers who are oriented to "there is money smooth affairs" is a color that is still common and causes people to be better and more happy to deal with the private sector compared to government agencies. Furthermore, the current paradigm that places the community as a party to be served causes the freedom of the community to determine what services are expected from the government. The factor of community demands for good government service and administration is a reflection of his life and active community participation in realizing good governance and

must be responded to / responded by the government through the reform of the HR management of the apparatus.

This bureaucratic reform was also carried out in MusiRawas Regency. BKPSDM which has the main task of carrying out the affairs of the Regional Government in the formulation and implementation of regional policies in the field of Civil Service and has a function in connection with regional staffing affairs is the spearhead in the bureaucracy reform that was nationally proclaimed. It is hoped that the bureaucratic reform will not only be a sweet discourse, but can be realized through real performance and accountable measurement parameters so that the results can be seen by the community as the highest stakeholder.

The steps to reform the Bureaucracy and what have been done by the MusiRawas Regency Government are the problems of the writer, and the writer feels that this problem must be explored and investigated, so the writer takes the title in this study “swot analysis in empowering human resources musirawas district civil apparatus in the context of bureaucratic reform”.

Purpose

How to conduct a SWOT analysis in the Empowerment of Human Resources of the civil apparatus of the state of MusiRawas district in the framework of bureaucratic reform?

Theory

1. Public Administration

According to HarbaniPasolong (2007: 6), the concept of public administration in Indonesia is basically not a new concept, because the concept of public administration has been around for a long time, only experts changed the term public administration to state administration. Chandler & Piano in Keban (2004: 3) quoted by HarbaniPasolong (2007: 6), said that Public Administration is the process by which public resources and personnel are organized and coordinated to formulate, implement, and manage decisions in policies public.

2. New Public Administration

The Reinventing Government paradigm is also known as the New Public Management (NPM) and became so popular when the principle of "Good Governance" was

implemented. The NPM paradigm saw that the previous management paradigm was less effective in solving problems in providing services to the public.

3. Management

Etymologically the word management comes from Old French *ménagement*, which means the art of implementing and regulating. Whereas terminologically, experts define management in a variety of ways. Follet quoted by Wijayanti (2008: 1) defines management as the art of completing work through other people. According to Stoner, quoted by Wijayanti (2008: 1) management is the process of planning, organizing, directing, and supervising the efforts of the members of the organization and using the human resources of other organizations to achieve the stated organizational goals. Gulick in Wijayanti (2008: 1) defines management as a field of science (science) that seeks systematically to understand why and how humans work together to achieve goals and make this system more beneficial to humanity.

4. Human Resource Management

Basically public management, namely management of government agencies. Samuel E Overman in Keban (2005: 85), argues that public management is not "scientific management", although it is strongly influenced by "scientific management". Public management is not a "policy analysis", nor is public administration, reflecting the pressures between a "rational-instrumental" orientation on one side, and a political orientation of policies on the other. Public management is an interdisciplinary study of general aspects of the organization and is a combination of management functions such as planning, organizing, and controlling one side with HR, finance, physical, information and politics on the other hand (Pasolong, 2014: 83).

5. Bureaucratic Reform

Bureaucracy comes from the word "bureau" which means table or office; and the word "kratia" (cratin) which means government / people. Initially, this term was used to refer to a systematic work activity that is regulated or governed by an office through administrative activities. In the concept of English in general, the Bureaucracy is called "civil service". It is also often referred to as the public sector, public service or public administration.

6. Human Resources Management Apparatus

Structuring human resources in the process of bureaucratic reform can be interpreted as a form of human resource management approach. In the perspective of bureaucratic reform, this approach is carried out in order to address, overcome and at the same time anticipate the problems of human resources in the bureaucracy. Human resource management according to Veithzal Rivai (2003) in (Subekhi and Jauhar, 2012: 20) is one area of general management which includes aspects of planning, organizing, implementing and controlling. Planning is the process of determining actions to achieve goals. Organizing is the process of division of labor accompanied by delegation of authority. Directing is the activity of directing all employees to cooperate and work effectively and efficiently in helping the achievement of organizational goals.

According Sedarmayanti (2009: 94) measurement of the arrangement of human resources / apparatus is carried out by paying attention to: (1) Implementation of a merit system in staffing management; (2) Effective education and training system; (3) Standards and performance improvements; (4) A clear and planned career pattern; (5) Job competency standards; (6) Job classification; (7) Duty, function and proportional task load; (8) Recruitment according to procedure; (9) Employee placement in accordance with expertise; (10) adequate remuneration; (11) Improvement of staffing management information systems.

Another opinion was expressed by Edy Topo Ashari in the journal HR Management Reform of the Apparatus for Good Bureaucratic Governance (Edy Topo Ashari, 2009) which states that the management of the HR management of the Apparatus is carried out through: (1) Assessment of individual competencies for the apparatus; (2) Building a performance appraisal system; (3) Developing a procurement and selection system; (4) Developing patterns of development and training; (5) Strengthening rotation, mutation and promotion patterns; (6) Strengthening career patterns; (7) Encouraging the realization of prosperous civil servants; (8) Establish or strengthen a staffing database; (9) Encouraging the creation of disciplinary apparatus.

Arrangement of human resources apparatus in the framework of bureaucratic reform is included in the scope of public management with a focus on managerial functions in the human resource planning sector. Measurement of the apparatus human resource management according to Sedarmayanti (2009: 94) and Edy T. Ashari (2009) in outline consists of (1) proportional tasks, functions and task loads; (2) recruitment according to procedure; (3) adequate remuneration; (4) job competency standards; (5) individual competency assessment for apparatus; (6) building a performance appraisal

system; (7) building or strengthening staffing databases; (8) develop patterns of development and training.

Research Method

1. Type of Research

This research uses descriptive qualitative research methods.

2. Research Location

This descriptive qualitative research will be carried out in MusiRawas Regency.

3. Research Subjects

McMillan in Nusa Putra (2013: 61) emphasizes the phenomenological model that sees reality as not singular or plural rooted from the perception of the subject. The focus is understanding and meaning based on verbal narratives and observations of numbers. That is, understanding and meaning extracted based on the comprehension of the subject or participant under study (emic), not based on the researcher's perspective or perspective (ethics). Therefore the basis is the verbal expression of the subject McMillan in Nusa Putra (2013: 61) emphasizing the phenomenological model that sees reality as not singular or plural rooted in the subject's perception. The focus is understanding and meaning based on verbal narratives and observations of numbers. That is, understanding and meaning extracted based on the comprehension of the subject or participant under study (emic), not based on the researcher's perspective or perspective (ethics). Therefore the basis is the verbal expression of the subject obtained through interviews and observations.

4. Data Collection Techniques

Data collection techniques in this study were interviews.

5. Data Analysis and Interpretation

In accordance with the research method, the data analysis technique used in this study uses qualitative techniques.

6. Data Quality

The technique to test the quality of the data used in this study is the triangulation technique, which is a data checking technique to find out whether the process and the results

obtained can be understood correctly by the researchers as what is conveyed by the informants.

Discussion

1. Problems

As for the problems in this paper are as follows How to do a SWOT analysis in Empowering the Human Resources of the Civil Apparatus of the MusiRawas Regency towards bureaucratic reform?

2. Swot Analysis

As we all know, Management as a Science or art in managing an organization should be carried out in an effort to achieve organizational achievements that have been aspired through the Vision, such as the Vision of the MusiRawas Regency "MURA SEMPURNA 2021 Prosperous, Independent, Productive, Excellent, Religious, Comfortable, and Secure". Then the mission is as follows:

- a. Improve the quality of human resources and infrastructure
- b. Developing systems and businesses of leading commodity and agribusiness industries.
- c. Developing productive economic efforts of non-farmer communities.
- d. Increasing the independence and empowerment of the community in regional development and environmentally friendly management of natural resources
- e. Improving governance that is clean, authoritative and excellent service.
- f. Strengthening the development of religious communities towards MURA Darussalam.
- g. Ensuring that MURA Regency is safer and more comfortable for investment, attractive and memorable to visit.

Management Analysis Technique (TAM) is a way to apply scientific methods in detailing and assessing the state of the environment comprehensively in order to obtain information on key organizational success factors in achieving organizational goals and objectives, so as to produce the right strategies, programs, activities carried out. To be able to achieve the goals and objectives of the organization should be based on the facts of the organization's real capabilities namely strengths (Strengths), weaknesses (weaknesses) opportunities (opportunities) and threats (threats), information on the organization's capability is obtained through an analysis of internal and external environmental conditions, this

information is very useful and is useful as a basis for developing appropriate strategies to achieve goals and objectives.

Therefore in this analysis the writer uses SWOT analysis, which is simply as follows:

- supporting factors and inhibitor factors
- empowerment of human resources

Target: The realization of optimal Human Resource Empowerment

SUPPORTING FACTORS	INHIBITING FACTORS
1. Operational Standards Procedure (SOP) (I) 2. Employee Performance Targets (SKP) (I) 3. Structural Oversight (I) 4. Employees understand the duties and 5. Function (I) 6. Sufficient budget (E) 7. Supporting facilities and infrastructure (E) 8. The existence of Related Regulations. (E)	1. Weak coordination (I) 2. Insufficient budget (E) 3. Low Employee Performance (I) 4. Lack of outside supervision (E) 5. Unclear job descriptions (I) 6. There is no assistance 7. increased work from outside (E) 8. Implementation of PP 53 of 2010 9. low (I)

Having found the driving factors and inhibiting factors then grouped which are internal and external driving factors, as well as internal and external inhibiting factors, as the following table.

Internal and External Factors

INTERNAL FACTORS	
<i>Strength</i>	<i>Weaknesses</i>
1. The existence of Standard Operating Procedures (SOP) (I)	1. Weak coordination (I)
2. Employee Performance Targets (SKP) (I)	2. Low Employee Performance (I)
3. Structural Oversight (I)	3. Unclear job descriptions (I)
EXTERNAL FACTORS	

<i>Opportunities</i>	<i>Threats</i>
1. Sufficient budget (E)	1. Insufficient budget (E)
2. Supporting facilities and infrastructure (E)	2. Lack of outside supervision (E)
3. The existence of Related Regulations. (E)	3. There is no assistance to increase work from outside (E)

The factors above are internal and external factors that influence the realization of the empowerment of human resources. Then a manager tries to analyze to get the four main internal and external factors, in relation to HR empowerment, the main internal and external factors found which are the key success factors are:

<i>Strength</i>	Structural Oversight (I)
<i>Weaknesses</i>	Unclear job description (I)
<i>Opportunities</i>	Sufficient budget (E)
<i>Threats</i>	There is no assistance to increase work from outside (E)

The SWOT strategy formulation is as follows:

Internal Eksternal	STRENGTHS	WEAKNESSES
	Structural supervision (I)	Unclear job description (I)
OPPORTUNITIES Adequate Budget (E)	STRATEGI SO Maximize structural supervision by using the available budget	STRATEGI WO Take advantage of the implementation according to the job description while still paying attention to the availability of the existing budget
TREATHS There is no assistance to increase work from outside (E)	STRATEGI ST Implement structural supervision by utilizing outside work assistance	STRATEGI WT Take advantage of job descriptions by increasing work improvement assistance

From the SWOT formulation above, 4 (four) strategies are set that are expected to be able to achieve success targets, namely:

Strategy S-O	Maximize Structural supervision by using the available budget
Strategy S-T	Implement structural supervision by utilizing external work assistance
Strategy W-O	Take advantage of the implementation of work according to the job description while still paying attention to the availability of the existing budget
Strategy W-T	Take advantage of job descriptions by increasing work improvement assistance

From this analysis it is found that the map of organizational strength in empowering human resources as illustrated in the formulation above, strength and opportunity is to maximize oversight by using existing budgets, in terms of strengths and threats can still be developed into improvements, namely by implementing supervision by utilizing work assistance from the outside. In terms of weaknesses and opportunities can also be used as a wealth of Human Resources (HR) by utilizing the implementation of work according to the job description while still paying attention to the availability of the budget, the last weakness that becomes a threat is to use the job description by increasing external assistance.

Conclusion

From the description above it can be concluded as follows: From the main elements of the organization namely Men, Money and Material all three are important elements, but what are the human factors that will provide energy for other elements (Money and Meterial), Human Empowerment in an organization is very vital, SWOT analysis produces strengths and opportunities in human empowerment by "maximizing supervision by utilizing budget availability"

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