



ANALYSIS OF HUMAN RESOURCES DEVELOPMENT STRATEGY IN THE EDUCATION AND CULTURE DEPARTMENT NORTH KONAWA DISTRICT

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ABSTRACT

Improving the quality of human resources can be pursued by developing human resources. This development will increase the competence of human resources in managing organizations in an organization. What is the strategy for developing human resources at the North Konawe District Education and Culture Office to improve performance in carrying out government and development tasks. In line with the formulation of the problem, the purpose of this study is as follows. To seek Human Resource Development strategies at the Education and Culture Office of North Konawe Regency to improve performance in carrying out government and development tasks. This type of research is qualitative research with a descriptive method that produces written/oral data from the subjects and actors observed. The research location is the Education and Culture Office of North Konawe Regency. The analysis technique is limited only by using SWOT analysis for mapping strategic factors in human resource development to improve employee performance at the Education and Culture Office of North Konawe Regency is SWOT analysis.

From the calculation results, the difference between the weighted value of strength and the weighted value of weakness is a positive difference of 0.80 and the difference between the weighted value of opportunities and the weighted value of threats is a positive difference of 0.40, so the organization's position is in quadrant I, and suggestions for using the strategy under the strengths possessed and the number of opportunities that are still available. Office of Education and Culture of North Konawe Regency. For the implementation of education and training activities for Civil Servants within the Education and Culture Office of North Konawe Regency, in addition to carrying out structural training, it is also necessary to carry out functional technical training to increase competencies related to staffing.

Keywords: *HR Performance, SWOT Analysis*

INTRODUCTION

Human resources are one of the most important parts of an organization, the capacity of human resources for organizations is not only observed from their work productivity but can also be seen from the point of view of the quality of work produced. The excellence of an organization is largely determined by the competitive advantage of its people, not only determined by its natural resources. If the human resources of an organization have a high level of knowledge, then the competitiveness of the organization will also be higher.

Improving the quality of human resources can be pursued by developing human resources. This development will increase the competence of human resources in managing organizations in an organization. With competent human resources, it is expected that employees will work more professionally and productively so that the performance achieved is satisfactory under work standard requirements. Workforce development is increasingly important in an Organization because of the demands of work or position. This can be done by increasing the skills and knowledge of the workforce which is manifested in various concrete forms, for example: providing training, holding educational seminars, and other activities. Competition is getting tougher in the service industry, even in other industries in general.

The problem of how to optimally manage abundant human resources and be able to make a large contribution to the state and nation through various fields of activity in society is a national problem that is still being faced today. The abundance of human resources forces us to think optimally about how to utilize them as needed. On the other side, so that good human resources are available in the community, it requires quality education, the provision of various social facilities, and adequate employment opportunities. It is recognized that the ability of human resources is still low, both in terms of their intellectual abilities and the technical skills they have. Increasing it requires an effective development strategy.

In efforts to increase work performance, the Education and Culture Office of North Konawe Regency has provided opportunities for employees to receive technical training under the duties of each employee. However, based on the observations of the author, all Civil Servants at the Education and Culture Office of North Konawe Regency have never attended leadership training. Day-to-day activities related to employee effectiveness.

Inappropriate placement greatly affects the performance of the employee concerned where the employee must learn from the beginning about all the main tasks and functions something new at the employee's place of work. The right way to improve employee performance is to develop human resources through the right strategy. It is not yet known what the human resource development strategy at the North Konawe District Education and Culture Office is. This research seeks to fill the knowledge gap in the field.

LITERATURE REVIEW

The notion of performance shows the work results that can be achieved by a person including work results in quality and quantity under the responsibilities given to him. To measure a person's performance, an approach to skills, experience and sincerity, and time is usually used (Mangkunegara, Anwar Prabu 2006:12).

Performance which is translated as performance has the same meaning or result of work/performance/work performance. Performance is an embodiment of work that is usually used by employees as the basis for research on abilities or organizations. Good performance is a step towards achieving organizational goals, so efforts need to be made to improve it, but this is not easy, as many factors affect high and low performance.

Employee performance is a measure of the success of employees. Performance is work performance shown by employees, namely the ability of a person (employee) to produce, do, or achieve something. So performance, in other words, is work performance, namely the ability of an employee to complete work or the ability to produce something.

Hasibuan (2000: 19) argues that work performance is a result of work achieved by someone in carrying out the tasks assigned to him which are based on skill, experience, and sincerity as well as time. Work performance is a combination of three important factors, namely the ability and interest of a worker, the ability and acceptance of the explanation of task delegation as well as the role and level of motivation of a

worker. The higher the three factors above, the greater the work performance of the employee/employee concerned.

Performance Assessment

Performance appraisal is a process through which organizations evaluate or assess the performance of employees/employees. This activity can improve personnel decisions and provide feedback to employees about their performance (Handoko, 1995). Furthermore, As'ad (1998:19) suggests that performance appraisal is a systematic assessment of a person's performance or skills in doing the job.

Likewise to Mangkunegara, Anwar Prabu (2006: 53) said that performance appraisal is an employee assessment that is carried out systematically by supervisors or experts who know the performance of the employees being assessed. Performance appraisal is a systematic explanation of the advantages and disadvantages to work. Performance measurement aims to find out whether employees have carried out what they should have done, that performance appraisal is a measurement of employee performance compared to certain existing work standards.

Strategy

Etymologically, strategy is derived from the Greek word, strategos, which can be translated as "military commander". Initially, the term strategy was used in the military world which was defined as a way of using all military power to win a war (Purnomo, 1998:12). Meanwhile, in terms of terminology, many experts have put forward definitions of strategy with different points of view, but all of them have the same meaning or meaning, namely achieving goals effectively and efficiently. a goal and future-oriented to interact in a competition to achieve goals. Freddie (2015):

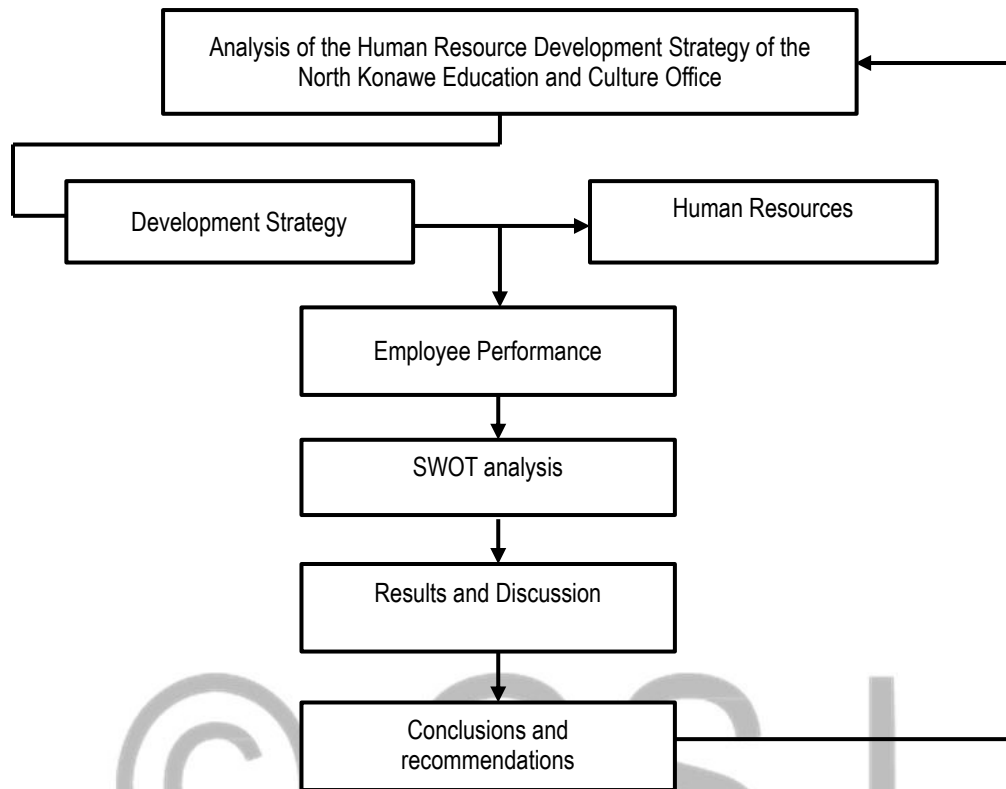
Viewed from a management perspective, strategy is an effort to develop organizational or institutional excellence in a competitive external environment to achieve organizational goals or objectives. Strategy is needed because of the development of society, technological progress, and market demands as a whole. Therefore, the last decade has seen the development of the use of management techniques which are strategic steps implemented as an organizational or institutional response to achieve organizational goals.

In essence, strategy is the adjustment of government institutions or agencies to changes in the external environment. With external, a job will be more efficient, errors can be minimized, processes are more effective, forces can be maximized, resources can be optimized, and goal attainment can be translated into goals that can be managed properly and well.

Conceptual Framework

The human resource development strategy as one of the management functions in achieving goals, plays a very important role because with development the possibility of irregularities can be prevented, so efforts to make improvements or corrections can be carried out immediately. Development strategy is a process of selecting several alternatives consisting of a concept or theory that becomes the research reference. Based on this description, the framework of this study can be seen in Figure 1 as follows:

Figure 1. Research Conceptual Framework



RESEARCH METHODS

Research design

This type of research is qualitative research with a descriptive method that produces data in the form of written or spoken words from the subjects and actors observed. The basis of qualitative research is constructivism which assumes that this reality has multiple interactive dimensions and an exchange of social experiences that are interpreted by each individual (Sukmadinata, 2005:67, in Sulastrri, 2022:44).

Qualitative research is research that is intended to reveal symptoms as a whole and under the context as they are through collecting data from natural settings as field sources with the researcher's key instruments. Qualitative research is research that uses natural settings by involving various existing methods. The research method is a scientific way to obtain data with specific purposes and uses (Sugiono, 2009:2).

Research Informants

Researchers take several informants who are believed to be able to provide the required information accurately. Determination of informants based on the following criteria.

1. Those who master or understand something through the process of enculturation, so that something is not only known but also internalized.
2. Those who are classified as still engaged or involved in the activities being researched.
3. Those who have sufficient time to be asked for information.
4. Those who do not tend to convey information on the results of their own "packaging".
5. Those who were initially classified as "quite foreign" to researchers so that it was more exciting to be used as a kind of teacher or resource person.

Data Types and Sources

The types and sources of data in this study are:

1. Primary data, namely data obtained in the field or research area. Primary data is data that has not been processed or raw data in the form of interviews and this data is obtained through direct interview techniques.
2. Secondary data, namely data obtained through library research by reading books, literature, journals, newspapers, and various other information relating to the problem under study. This secondary data is intended as supporting data to complement the primary data.

Data Collection Technique

The data collection method to be used in this study is as follows:

1. Observation (Observation), is a data collection technique by directly observing the object under study. The data obtained is in the form of primary data in the form of an overview of the Education and Culture Office of North Konawe Regency.
2. Interview (Interview), namely data collection techniques by way of question and answer with the leadership or authorities or other parts that are directly related to the object under study.

Data Analysis Technique

In this study, the analytical technique is limited to using SWOT analysis to map issues or strategic factors in human resource development to improve employee performance at the North Konawe District Education and Culture Office, namely, SWOT analysis (Strengths, Weaknesses, Opportunities, Threats Analysis) so that the structure and strategic level of these factors can be identified. The reason for conducting a SWOT analysis is so that the factors of strengths, weaknesses, opportunities, and threats related to human resource development can be identified. By knowing the issues or factors of the strategy.

RESEARCH RESULT

Based on the analysis of strategic issues and internal factors as well as external factors related to the object of research, it can identify strengths, weaknesses which are internal factors, and opportunities and threats which are external factors.

Internal Factor Analysis

1. Strength
 - a. The organizational structure of the North Konawe Regency Education and Culture Office is good, namely as the SKPD was formed based on the North Konawe Regency Government Regulation in this case the North Konawe Regent.
 - b. Good capability according to education and expertise.
 - c. Complete infrastructure, good structural and functional positions.
 - d. Legal aspects, namely the various regulations that underlie the existence of the Secretariat of the Office of Education and Culture of North Konawe Regency institutionally.
 - e. The availability of employee human resources at the Secretariat of the Office of Education and Culture of North Konawe Regency quantitatively shows the number of 46 employees who are in structural and staff positions.
2. Weakness
 - a. Limited quality and competence in developing internal human resources (HR) of the Secretariat of the Office of Education and Culture of North Konawe Regency, both structural and general/executive functional positions in carrying out their duties and functions.
 - b. The still weak commitment of employees at the Secretariat of the Office of Education and Culture of North Konawe Regency to build a shared vision to achieve the goal of providing services to the community and Civil Servants in North Konawe Regency in particular.

- c. Institutional capacity refers to the institutional structure related to the functions that must be carried out by the Secretariat of the Konawe Regency Education and Culture Office North Even though the Governor's Decree Number 68 of 2015 has become the basis for the Education and Culture Office of North Konawe Regency.
- d. Educational background of employees at the Department of Education and Culture of North Konawe Regency. Although education is not the only determining factor for someone's success in performance, given the level of education it is still an index of the quality and superiority of human resource reasoning. So these conditions need attention to face organizational challenges and carry out future missions.
- e. Science and technology support in personnel management. this is related to the support of the personnel management information system, referring to the lack of power of the personnel information system to promise personnel data and information quickly, precisely, and accurately whenever needed.
- f. The need for norms and procedures has not been fulfilled as work guidelines and employee behavior, as well as an effort to develop the value of implementing work culture/work ethic at all levels of employees at the Education and Culture Office of North Konawe Regency Based on an analysis of strategic issues and related internal and external factors with the object of research, then the next strength and weakness factors can be identified which are internal factors and factors of opportunities and threats which are external factors.

External Factor Analysis

1. Opportunity
 - a. The existence of Civil Servants as bureaucratic apparatus will always be found in every government and their empowerment will continue to run well as long as that government exists.
 - b. Public service function. The existence of civil servants (particularly in the Education and Culture Office of North Konawe Regency) is needed by the general public (customers) in the form of public services provided. Therefore Civil Servants are referred to as public/civil servants who are always needed by the government and society as users of Civil Servant services.
 - c. Welfare is the realization of civil servants, where the income of civil servants can fulfill a decent standard of living for themselves and their families.
 - d. Create the realization of Civil Servants who are clean from KKN so that they provide the best service for the community and encourage the creation of good and authoritative leadership (good governance).
 - e. Based on the Law of the Republic of Indonesia Number 32 of 2004 concerning Regional Government, better known as Regional Autonomy, very clearly provides wider opportunities for each Regional Government including the Regional Government of North Konawe Regency together with the Regional People's Representative Council of North Konawe Regency to regulate and manage their regional households. Likewise, regarding the development of Human Resources, Regional Governments are more flexible in determining strategies according to needs.
2. Threat
 - a. The increasing demands from the public for the performance of the North Konawe Regency Education and Culture Office Employees.
 - b. It is not right in the well-organized bureaucracy, both in its apparatus and institutional resources.
 - c. The emergence of new technologies in management information systems.
 - d. Completely stable political conditions.
 - e. Competition with other regions.

Identification of Internal Factors

Identify internal factors at the Education and Culture Office of North Konawe Regency, it can be seen in Table 1:

**Table 1. IFAS (Internal Strategic Factor Analysis Summary)
 at the Education and Culture Office of North Konawe Regency**

No.	Strategy Factors Internals	Weight	Ratings	Mark weighted	Information
Strength					
1	Organizational Structure of the Office of Education And District Culture Good North Konawe.	0.3	5	1.5	
2	Capabilities Leader the good one	0.2	4	0.8	
3	Legal Aspects of the Office of Education And District Culture North Conawe	0.2	4	0.8	
4	Completeness Infrastructure both position and structure technical staff.	0.1	3	0.3	
5	Availability of HR in a manner Quantitative	0.2	4	0.8	
Amount				4,2	
Weakness					
1	Limitations on the Quality and Competence of employee HR development at the Education and Culture Office of North Konawe Regency, both position holders structure and staff	0.2	3	0.6	
2	Weak staff commitment at the Education and Culture Office of North Konawe Regency in building a shared vision and mission to achieve the objective provide service to public.	0.2	3	0.6	
3	Capacity institutional Which refers to Weakness structure institutional related to the function that must be organized by the Department.	0.2	4	0.8	
4	Educational background of employees in the Department of Education and Culture North Konawe Regency.	0.2	4	0.8	
5	Science and technology support for technology and information in management staffing.	0.10	3	0.3	
6	Not yet fulfilling the need for norms and procedures as work guidelines and employee behavior, as well as development efforts, mark lighting culture work/work ethic across all levels of staff at the secretariat of the District Education and Culture Office North Konawe.	0.10	3	0.3	
Amount				3,4	

Information :

- a. Rating Scale: from 1 (not important) to 5 (very important)
- b. Factor weight: from 0.1 (very needed) to 0.0 (not needed)

Based on the IFAS table, the total score is obtained. This shows that the Education and Culture Office of North Konawe Regency can react to its internal strategic factors, although it can still be improved by optimizing strengths and minimizing weaknesses, for example increasing discipline and coordination with other agencies.

Identification of External Factors

Identify external factors at the Education and Culture Office of North Konawe Regency, it can be seen in Table 2:

**Table 2. EFAS (External Strategic Factor Analysis Summary)
 at the Education and Culture Office of North Konawe Regency**

No	FactorsExternal Strategy	Weight	Ratings	Weighted Value	Information
Opportunity					
1.	The existence of PNS as a bureaucratic apparatus will always be found in every government and its existence will continue to exist during that government still there.	0.2	4	0.8	
2.	Public service function. The existence of civil servants (especially employees at the Education and Culture Office of North Konawe Regency) is needed by the community in general in the form of good public services. given.	0.2	3	0.6	
3.	The welfare of civil servants, where the income of civil servants can meet the standard of living worth it for yourself and your family.	0.1	3	0.3	
4.	Creating the realization of civil servants who are clean from KKN so that presenting best service for society and encourage creation leadership the good (good governance)	0.25	4	1.0	
5.	Regional Autonomy provides greater opportunities in managing the house's area.	0.25	4	1.0	
Amount				3,7	
Threat					
1.	The increasing demands from the public for the performance of employees at the Department of Education and Culture Regency North Conawe.	0.25	3	0.75	
2.	Not yet arranged bureaucracy good human resources as well as institutional.	0.25	3	0.75	

3.	Appearance technology new in system information personnel management	0.25	4	1.0	
4.	The political conditions that have not completely stable.	0.05	4	0.2	
5.	Inter-regional competition is unwell.	0.20	3	0.6	
Amount				3,3	

Information :

- a. Rating scale: from 1 (not important) to 5 (very important).
- b. Factor weight: from 1.0 (very needed) to 0.0 (not needed)

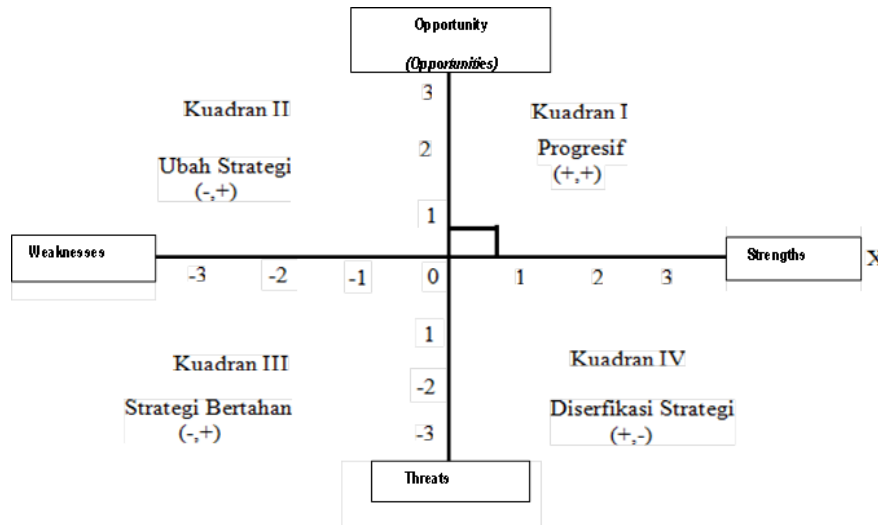
Based on the EFAS table, the total score is obtained. This shows that the Education and Culture Office of North Konawe Regency can react to external factors with all the limitations that exist. After knowing the weighted value and the total weighted value for the variable then the next step is to determine the organization's position in one of the four quadrants that have the SWOT matrix as well as to determine the next strategy. From the calculation results above, there is a difference in the weighted values presented in Table 3:

Table 3. Weighted Value Difference

IFAS factor	
Strength Weighted Value	4,20
Weakness Weighted Score	3,40
Positive Difference	0.80
EFAS factor	
Opportunity Weighted Value	3.70
Threat Weighted Value	3.30
Positive Difference	0.40

From the results of the calculation, the difference between the weighted value of strength and the weighted value of weakness is a positive difference of 0.80 and the difference in the weighted value of opportunities and the weighted value of threats is a positive difference of 0.40, so the position of the organization is in quadrant I and suggestions for using a strategy are under the strengths possessed and the number of opportunities that are still available. Therefore the position of the organization can be described in a chart as shown in Figure 2:

Figure 2. Organizational Position Diagram seen from the aspect of Strengths, Weaknesses, Opportunities, and Threats



Thus the organization's position is in quadrant I, because the difference between the two weighted values is positive, namely 0.80 and 0.40. Human Resource Management at the North Konawe District Education and Culture Office is encouraged to implement its Human Resource development strategy. The mapping of internal and external factors at the Education and Culture Office of North Konawe Regency can be seen in Table 4:

Table 4. Mapping of Internal and External Factors at the Education and Culture Office of North Konawe Regency

No	Internal factors	External Factors
	Strength	Opportunity
1	The organizational structure of the North Konawe District Education and Culture Service is good.	The existence of PNS as a bureaucratic apparatus will always be found in every government and its existence will continue to exist as long as the government still exists.
2	Good Leader Capability	Public service function. The existence of civil servants (especially employees at the Education and Culture Office of North Konawe Regency) is needed by the community in general in the form of services given public.
3	Legal Aspects of Education and Culture Office of North Konawe Regency	The welfare of civil servants, where the income of civil servants can meet a decent standard of living for self and family.
4	Completeness Infrastructure Good Position structure and technical staff.	Create the realization of civil servants who are clean from KKN so that they provide the best service for the community and encourage the creation of good leadership(good governance)
5	Availability of HR in a manner Quantitative	Regional Autonomy provides greater opportunities in setting up his own regional house.

Weakness		Threat
1	Limitations on the Quality and Competence of employee HR development at the Education and Culture Office of North Konawe Regency, both position holders structure and staff	The increasing demands from the public for the performance of employees at the North Konawe Regency Education and Culture Office.
2	Still, Weak commitment of employees at the Department of Education and Culture of North Konawe Regency in building a shared vision, and a mission to achieve the goal of giving give service to society.	Not yet arranged bureaucracy Good apparatus and institutional resources
3	Institutional capacity refers to the weakness of the institutional structure related to the functions that must be carried out by Service.	The emergence of new technology in personnel management information systems
4	The educational background of employees at the Konawe Regency Education and Culture Office North.	Condition political which is not yet completely stable.
5	Support science and technology to technology And information in personnel management.	Unhealthy competition between regions.
6	The need for norms and procedures has not been fulfilled as a guideline for work and employee behavior, as well as an effort to develop the enlightenment value of work culture/work ethic across all levels of employees at the Secretariat of the Office of Education and Culture North Konawe Regency.	

SWOT Matrix

The recommended strategy is based on data and findings through the SWOT technique which collaborates on the dimensions of strengths and weaknesses of environmental factors and identifies opportunities and threats originating from the external environment, which can be seen in Table 5:

Table 5. Identification of Opportunities and Threats from the External Environment

Internal Factor Analysis IFAS	
Strength	<ol style="list-style-type: none"> 1. Good Organizational Structure. 2. Good leadership capabilities. 3. Legal aspects, namely the various regulations that underlie the existence of the North Konawe District Education and Culture Office institutionally. 4. Complete Infrastructure, Structural positions, and good technical staff. 5. Quantitatively, the availability of employee human resources at the Education and Culture Office of North Konawe Regency shows the number of 46 employees who are in positions structure and staff.

Weakness	<ol style="list-style-type: none"> 1. Limited quality and competence in human resource development for employees at the Education and Culture Office of North Konawe Regency, both for structural and staff positions. 2. The still weak commitment of employees at the Education and Culture Office of North Konawe Regency to build a shared vision to achieve the goal of providing services to the community and civil servants in North Konawe Regency. 3. Institutional capacity refers to the weakness of the institutional structure related to the functions that must be carried out by the North Konawe Regency Education and Culture Office. 4. Educational background of employees at the Education and Culture Office of North Konawe Regency. Science and technology support in personnel management. 5. The need for norms and procedures has not been fulfilled as a guideline for work and employee behavior, as well as an effort to develop the enlightenment value of work culture/work ethic across all levels of staff in the Office of Education and Culture of North Konawe Regency. 	
Internal Factor Analysis EFAS		
Opportunity	SO Strategy	WO Strategy
<ol style="list-style-type: none"> 1. The presence of civil servants various apparatus bureaucracy always will be found in each government and its existence will continue to exist as long as the government is still there. 2. The function of existence of civil servants (especially employees in the Dinas Education And Culture of Konawe Regency North) is needed by society in general (customers) in the form of public services provided. 3. The welfare of civil servants, where the income of civil servants can meet a decent standard of living for themselves and their families. 4. Create the realization of a clean civil servant from KKN thus providing the best service for the community And encouraging leadership Which is good (good governance). 5. Regional Autonomy provides greater opportunities for managing the Houseladder area alone. 	<ol style="list-style-type: none"> 1. Increasing the existence of civil servants in the Service Education And Culture Regency North Konawe by providing the best possible service to the community. 2. Enhancement of well-being through various efforts to refer to work motivation both materially and non-materially through awarding, and coaching fairly and rationally. 3. Increasing cooperation between sectors and across SKPDs in the form of coordination in the context of implementation activity programs that lead to development system personnel management. 4. Building a shared commitment and vision to achieve the goal of developing human resources for apparatus in the Regional Government of North Konawe Regency. 5. Improving regulations that encourage human resource development 	<ol style="list-style-type: none"> 1. Development capacity HR on Service Education And Culture of North Konawe Regency in every line through training/education. This leads to the need both in the context of increasing competency and enhancement of insight and knowledge as well as competency-based career development. 2. Planning for human resource needs and placement is directed at the competency needs of human resources to carry out functions according to the organization's strategic plan. 3. Fulfillment of the needs of norms and procedures as an effort to develop values and implement work culture at all levels in the North Konawe Regency Education and Culture Office.
Threat	ST Strategy	WT Strategy

<ol style="list-style-type: none"> 1. Increasingly demands from the community on the performance of employees at the Education and Culture Office of North Konawe Regency. 2. Not yet arranged well-resourced bureaucracy apparatus as well as institutional. 3. The emergence of new technology in personnel management information systems. 4. The political condition is completely unstable. 5. Competition between unhealthy area. 	<ol style="list-style-type: none"> 1. Improve service quality to society with the development of personality and behavior as well as morals. 2. Upgrade the ability of employees at the Education and Culture Office of North Konawe Regency through courses, and training, especially in mastering technology. 3. Collaborate between regions in the framework improving the quality of human resources. 	<ol style="list-style-type: none"> 1. Fix procedure and work guidelines to create a work culture of civil servants at the Education and Culture Office of North Konawe Regency who are professional and free of KKN. 2. Evaluation and addressing the performance of employees in the Office of Education is the culture of North Konawe Regency under the mission carried out. 3. Repair system information field employment so capable give services quickly, precisely, and accurately.
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Performance Improvement Strategy Through the Development of Human Resources for Civil Servants at the Education and Culture Office of North Konawe Regency

Based on the results of the analysis in the SWOT matrix using strategic management techniques, the human resource development strategy for improving the performance of Civil Servants at the Education and Culture Office of North Konawe Regency that can be carried out is as follows:

1. Improving the existence of civil servants in the Education and Culture Office of North Konawe Regency by providing the best possible service to the community.
2. Increasing welfare through various efforts to spur work motivation both materially and non-materially through awarding, and coaching fairly and rationally.
3. Improving cooperation between sectors and across department heads in the form of coordination/collaboration in the context of implementing program activities that lead to the development of a staffing management system.
4. Build a shared commitment and vision to achieve the goal of developing human resources for apparatus in the North Konawe Regency Government.
5. Development of human resource capacity in the Education and Culture Office of North Konawe Regency in every line through training/education that leads to needs both in the context of increasing competence and increasing insight and knowledge as well as competency-based career development.
6. Planning for human resource needs and placement is directed at the competency needs of human resources to carry out functions according to the organization's strategic plan.
7. Meeting the needs of norms and procedures as an effort to develop values and apply work culture throughout the staff at the Education and Culture Office of North Konawe Regency.

To be able to choose the most profitable strategy alternative to the strategies that have been formulated, weighting is carried out as shown in Table 2. The weighting uses numbers where each number is considered to represent a certain weight. The higher the level shown by a strategy, the alternative strategy has a better level of feasibility to implement. The numbers used to determine the weight are as follows:

1. Number 1: Not Good
2. Number 2: Less Good
3. Number 3: Fairly Good
4. Number 4: Fine

5. Number 5: Very Good

Furthermore, for the weighting of Human Resource Development Strategies in Improving the Performance of Civil Servants at the North Konawe Regency Education and Culture Office, it can be seen in Table 6:

Table 6. The Weighting of Human Resource Development Strategies in Improving the Performance of Civil Servants at the Department of Education and Culture of North Konawe Regency

No	Alternative Strategy	Tension consistency	Ketersesuaian	Link with strategy other	Level of risk	Applicable	Total Weight
1.	Development of HR capacity at the Education and Culture Office of North Konawe Regency in every line through training/education that leads to needs both in the context of increasing competence and increasing insight and knowledge as well as career-based coaching competence	4	3	4	4	4	19
2	Increasing welfare through various efforts to stimulate work motivation both materially and non-materially through awarding, fair coaching, and rational.	4	3	4	4	3	18
3	Increasing cooperation between sectors and across SKPDs, both in the form of coordination in the context of implementing Program activities that lead to the development of a management system staffing	4	3	4	3	3	17
4	Building commitment and shared vision to achieve the goal of developing human resources for apparatus in the Regional Government of Konawe Regency North	4	3	4	1	3	16
5	Improving the existence of civil servants in the Education and Culture Office of North Konawe Regency by providing the best possible service to public.	4	3	4	1	3	16
6	Planning for HR needs and placement is directed at competency needs HR Forcarry out functions according to plan organizational strategy	4	2	4	2	2	14
7	Fulfilling the needs of norms and procedures as an effort to develop values and implement work culture at all levels of the Konawe Regency Education and Culture Office employees North.	4	3	3	2	1	13

Based on the analysis of each of the alternative strategies above, it can be determined that the alternative that has the highest weight when compared to other alternatives is the capacity building of Human Resources (HR) at the Education and Culture Office of North Konawe Regency in every line through training/education that leads to needs both to improve competence and increase insight and knowledge as well as competency-based career development. This means that the performance improvement strategy through human resource development at the Education and Culture Office of North Konawe Regency is that implementing the first alternative will provide the highest possible success value compared to implementing

other alternatives.

In implementing the first alternative strategy, several things need to be considered, when planning human resource development activities within the North Konawe Regency Education and Culture Office, the superior aspects are contained in the North Konawe Regency Education and Culture Office, with the understanding of quality improvement activities. human resources in the Education and Culture Office of North Konawe Regency must be adapted to the existing leading sectors so that these activities provide benefits for the development of people's welfare.

Technically, when planning human resource development in the North Konawe District Education and Culture Office, there are several alternative strategies for implementing human resource development.

that is :

1. Implementation of education and training activities for Civil Servants within the Education and Culture Office of North Konawe Regency, in addition to carrying out structural training, functional technical training is also needed to increase competency related to staffing.
2. Planning a learning assignment program for officials in the Education and Culture Office of North Konawe Regency, the study programs offered should be in addition to improving public management capabilities and formulating public policies, as well as study programs related to these sectors so that later officials in the Education Office and The culture of North Konawe Regency, apart from being able to formulate appropriate public policies, is capable of managing the public well, it can also develop these sectors optimally.
3. Be proactive in coordinating with various higher education institutions and other institutions to increase the competence of Civil Servants at the North Konawe Regency Education and Culture Office.

However, this does not mean that other sectors are not important for development and do not require qualified human resources either. As an effort to balance the implementation of development, other sectors need to be worked on, including improving the quality of human resources in the sector, so that they can manage the sectors they are responsible for properly and progress, this means that functional technical training is an activity that needs to be increasingly developed so that officials in the Education and Culture Office of North Konawe Regency have adequate capabilities in various development sectors (according to their respective fields of assignment).

Moreover, it is known that there are still many personnel in the Education and Culture Office of North Konawe Regency who only have a high school education, while for personnel with higher education, it also appears that the majority of the study programs they take are not specifically related to development sectors that are superior in the region or other sectors. other sectors.

By developing functional technical training, it will provide added value to every bureaucratic apparatus within the Department of Education and Culture of North Konawe Regency. In this case, the employee recruitment process as a form of effort to obtain adequate quality employees must also pay attention to the various needs of SKPD. The existence of human resources that have various qualities in a Head of Section will be able to improve the performance of SKPD because when the SKPD will formulate policies, various studies will be carried out more comprehensively.

In the process of developing an employee's career which is also a form of developing the quality of the bureaucratic apparatus, it is also necessary to pay close attention to the placement of personnel with certain qualities so that the placement is the right man in the right place, as a form of effort to improve their performance.

By taking into account the internal conditions at the North Konawe Regency Education and Culture Office, it is deemed necessary to make various concrete efforts.

The efforts that need to be made by the North Konawe Regency Education and Culture Office so that it can continue to carry out its core competencies in the field of staffing in the future to meet the expectations of its Stakeholders. Several things need to be done, including:

1. Doing outward-looking, looking outside, by responding to developments in strategic issues/dynamics of development/changes in the external environment that occur, including in this case the direction national human resource development policy apparatus. Conditions of employment and their problems absorb the aspirations and expectations of Stakeholders (Government, Civil Servants, and society) as well as global developments. This effort is carried out to empower the personnel management system through the formulation of a strategic program, to bridge the current personnel management system with the desired personnel management system.
2. Empowerment of Personnel Management Information Systems, development of control systems for the implementation of personnel laws and regulations, and improvement of civil service administration public services.
3. Conducting inward-looking, viewing, and responding to internal conditions to obtain a real picture of strengths and limitations/weaknesses in all lines of the organization. This effort is not only focused on institutional aspects and aspects of the availability of infrastructure and facilities but furthermore is evaluating and addressing how the human resources of Civil Servants at the Education and Culture Office of North Konawe Regency, in this case, are their abilities and competencies in efforts improve the performance of the Office of Education and Culture of North Konawe Regency including whether this institution has carried out program activities under the direction of the national development policy in the apparatus sector.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the results of the presentation and analysis of the data, it is concluded that the level of performance at the North Konawe Regency Education and Culture Office is quite high, but more attention needs to be paid concerning the institutional aspect, which refers to weaknesses in the institutional structure related to the functions that must be carried out by the Education and Culture Office. Culture of North Konawe Regency to:

1. Improving the Existence of Civil Servants at the Education and Culture Office of North Konawe Regency by providing the best possible service to the community.
2. Increasing welfare through various efforts to motivate work both materially and non-materially through awarding, and coaching fairly and rationally.
3. Increasing cooperation between sectors and across agencies in the form of coordination/collaboration in the context of implementing program activities that lead to the development of a staffing management system.
4. Building a shared commitment and vision to achieve the goal of developing apparatus human resources in the Regional Government of North Konawe Regency.
5. Development of the capacity of Human Resources at the Education and Culture Office of North Konawe Regency in every line through training/education that leads to needs both in the context of increasing competence and increasing insight and developing and developing competency-based careers.
6. Planning for human resource needs and placement is directed at the competency needs of human resources to carry out functions according to the organization's strategic plan.
7. Fulfilling the needs of norms and procedures as an effort to develop values and apply work culture to all levels of employees at the North Konawe District Education and Culture Office.

Suggestion

Based on the results of the analysis in the SWOT Matrix using strategic management techniques, the human resource development strategy in improving the performance of Civil Servants at the Education and Culture Office of North Konawe Regency can be done:

1. For the implementation of education and training activities for Civil Servants within the Education and Culture Office of North Konawe Regency, in addition to carrying out structural training, it is also necessary to carry out functional technical training to increase competencies related to staffing.

2. Planning of learning assignments for officials within the North Konawe District Education and Culture Office, the study program offered should be in addition to improving public management capabilities and formulating public policies, as well as study programs related to these sectors so that later officials within the District Education and Culture Office Apart from being able to formulate appropriate public policies, North Konawe is capable of managing the public well, it can also develop these sectors optimally.
3. Be proactive in coordinating with various higher education institutions and other institutions to improve the competence of Civil Servants at the Education and Culture Office of North Konawe Regency.
4. The Office of Education and Culture of North Konawe Regency, one of whose functions is a public service function, is very much needed by the world of education within the Regional Government of North Konawe Regency.
5. From the results of the SWOT analysis that has been carried out, it can be identified that the employee HR development method at the Education and Culture Office of North Konawe Regency has not yet led to the development of HR competencies. general functional staff in carrying out their duties and functions, so it is necessary to carry out quality improvement activities such as leadership training.
6. The level of performance at the North Konawe District Education and Culture Office is quite high, but more attention needs to be given to the institutional aspect, which refers to weaknesses in the institutional structure related to the functions that must be carried out at the North Konawe District Education and Culture Office.
7. For future researchers, they can add other analyzes such as a comparative test of employee performance in the District Education and Culture Office. North Konawe before and after participating in training or other quality improvement activities.

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