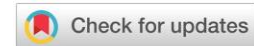# Revitalization Strategies In Human Resource Development

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ABSTRACT

This research aims to analyze and identify practical human resource (HR) development strategies to improve quality and productivity. The main focus of this study is to formulate strategic approaches that management can use to enhance employees' competencies, skills, and motivation, aligning them with organizational needs and changes in the business environment. The research method used is descriptive qualitative research, which generates descriptive data from observable individual behaviors expressed in written or spoken language. Data collection is carried out through informant interviews or direct observation. Since the study employs a qualitative design, the researcher cannot make short-term assumptions about the observed events. The findings reveal several threats and weaknesses, with a low score of 2.23, such as intense labor market competition and resource constraints in certain areas. The strength-threats analysis shows a score of 3.49, indicating that these challenges can be addressed by optimizing existing strengths and reinforcing the organization's position through a holistic and sustainable HR development strategy. The implications of this research suggest that implementing strategies based on internal strengths will strengthen the organization's position in managing resource limitations and external threats. The recommendation is to enhance synergy between the HR department and other organizational units to create more integrated and adaptive HR development policies.

INTRODUCTION

The current global transformation has introduced new demands on the role of human resources, which is becoming increasingly complex. It now requires strategic thinking, innovative policies, and adaptability to internal and external organizational environments, creating added value for the organization. The importance of human resource development in this context becomes not only evident but also strategically crucial for organizational success. Human resource development is not merely a necessity but represents a wise investment to achieve long-term goals.

HR develops employees' skills and knowledge and serves as the foundation for enhancing overall performance. By focusing on sustainability and employee well-being, HR development positively impacts talent retention and the organization's image as a workplace that cares for its employees' welfare. This approach ensures that employees feel supported and valued, fostering stronger loyalty, ultimately reducing recruitment costs and enhancing organizational stability (Ngaka & Mtshokotshe, 2020). The essence of human resource development is a system design that prioritizes improving employees' capabilities effectively and efficiently in alignment with organizational goals. (Ardyansyah & Nasrulloh, 2022).

Organizations can achieve a competitive advantage by fostering skilled, competent, and adaptable employees through the integration of HR development into overall HR strategies. This alignment bridges the gap between individual growth and the organization's broader objectives. A key method for enhancing the performance of individual units and the organization or industry as a whole is through a well-defined human resource development strategy. Such a strategy ensures the efficient utilization of human resources to meet corporate goals. (Susilowati & Farida, 2019). For an HR development program to succeed, organizations must first gather and evaluate information about current conditions, needs, and potential future scenarios. Only with this foundation can such programs be deemed effective (Djampagau et al., 2018; Djatola & Hilal, 2021). A well-structured employee competency development plan not only enhances organizational morale but also fosters harmonious leader-employee relationships. Therefore, human resource development strategies represent a planned series of initiatives and policies designed to improve the quality and competencies of both employees and the organization. These strategies are tailored through varied planning approaches that are aligned with the specific objectives and conditions of the organization. (Nurbiyati, 2017).

Formal education, work experience, interpersonal relationships, personality assessments, and other tools help employees prepare for future development (Hasan, 2019). Human resource development strategies through active recruitment involve processes focused on identifying and selecting candidates with skills and qualifications standardized to meet organizational needs. Active recruitment strategies include identifying potential candidates through employee referral programs, internship initiatives, and partnerships with educational institutions or other organizations. These approaches aim to attract potential candidates creatively and expand recruitment networks (Jelang Ramadhan & Reyhan Alif Rachmadsyah, 2023).

Changes in societal demands, technological advancements, and developments in statistical methodologies require organizations to adapt quickly and efficiently. One institution with a critical responsibility in providing statistical data to support these activities is the Central Bureau of Statistics (BPS). The Morowali Utara District

Statistics Office, as one of the regional implementing units, plays a central role in delivering credible and accurate statistical data to support national development. Its primary duty is to conduct population statistical data management in Morowali Utara in accordance with the provisions of Law No. 16 of 1997, which defines statistics as "a system that integrates the use of statistics with the science of collecting, processing, presenting, and analyzing data." Factors such as population growth, demographic changes, and technological advancements contribute to an increasing and more complex demand for statistical data. These dynamics directly impact public trust in the statistical data produced. As a result, the need for high-quality and competent human resources in managing statistical data becomes increasingly essential.

The Central Bureau of Statistics (BPS) in Morowali Utara District faces significant challenges concerning its available human resources. These challenges are particularly pressing given that optimal public service delivery requires diverse skills, technical expertise, and the capacity to manage and analyze large-scale data. Consequently, the role of each team member becomes increasingly critical, making human resource development strategies essential for maintaining and improving service quality. Employee or staff development is a structured learning program implemented over a specified period aimed at enhancing human resource performance. (Dalimunthe, 2019). This program seeks to develop knowledge, attitudes, competencies, motivation, and behavior. Human resource development strategies are not only necessary to address current limitations but also to plan for sustainability and growth (Ningrum et al., 2020). Therefore, a well-planned human resource development strategy is crucial in addressing the challenges faced by BPS Morowali Utara (Marthalia, 2023).

Based on the explanations above, the issues related to training and development at the North Morowali BPS office are rooted in the institution's lack of prioritization of human resource training and development. This is reflected in the limited availability of Standard Operating Procedures (SOPs) for managing data and selecting employees who should participate in training and development programs, as well as the absence of SOPs governing the programs, media, or facilities for employee development. Additionally, the institution is not supported by adequate human resource management technology. This is evidenced by the performance evaluation results of all BPS offices across Indonesia conducted by BPS RI in 2023, which show that in Central Sulawesi Province, only Buol Regency received an award from BPS RI, as presented in Table 1 below:

Table 1. List of BPS Achievements by Work Units Year 2023

561	BPS Kabupaten Sidenreng Rappang	ANGGARAN DAN BELANJA PEMERINTAH PUSAT TERBAIK II TAHUN 2023 KATEGORI : BAGIAN ANGGARAN BADAN PUSAT STATISTIK	Desember
562	BPS Kabupaten Halmahera Utara	Sertifikat atas Partisipasi sebagai Mitra Kerja dalam Pelaksanaan Merdeka Belajar Kampus Merdeka	Desember
563	BPS Provinsi Papua Barat	Regional Statistic dan Financial Data Collaborator	Desember
564	BPS Kabupaten Buol	Piagam Penghargaan Pembinaan Statistik Sektoral 2023	Desember
565	BPS Kabupaten Buol	Piagam Pembinaan Rekomendasi Kegiatan Statistik Tahun 2023	Desember
566	BPS Kabupaten Lahat	Mitra Kerja Pengguna Jasa Hotel Bukit Serelo Terbanyak tahun 2023	
		Terbaik II Dalam Kinerja	

Source: BPS RI Performance Report, 2023

Based on the data obtained, only the BPS office of Buol Regency achieved recognition. In contrast, the BPS office of North Morowali Regency was not included in the list of high-performing BPS offices by the BPS of the Republic of Indonesia in 2023. Therefore, the focus of this research is to understand and analyze why the employees of North Morowali BPS do not perceive training as an essential factor in improving organizational performance. This study aims to provide insights into how BPS, despite its limited human resources, can develop and enhance the quality of its personnel to remain a key pillar in delivering high-quality statistical data. It explores strategies used by BPS Morowali Utara by applying a SWOT analysis to identify internal and external factors systematically and accurately, enabling the formulation of optimal strategy for the organization. SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is a method employed to design plans based on external factors that influence organizational performance (Rangkuti, 2015, p. 9). This approach can assist BPS in formulating revitalization strategies for development that are effective and responsive to changes in both external and internal environments.

LITERATURE REVIEW
Concept of Human Resource Development

Organizational goals can be effectively achieved if employees perform their duties efficiently and effectively. Therefore, efforts to develop human resources within an organization are essential. The purpose of human resource development is to improve work effectiveness and productivity in executing and accomplishing predetermined goals. (Wibowo, 2016, p. 25). Increased efficiency and productivity of human resources can be achieved by enhancing knowledge, skills, and a sense of responsibility toward their tasks.

Human resource development is a process aimed at developing individual, group, and organizational potential and capabilities through training and development, organizational development, career development, and change management to improve productivity, quality, innovation, and adaptability. Competency-based human resource

development is necessary for organizations to achieve specific goals, particularly concerning leadership, employees, and organizational culture. Therefore, such development is highly beneficial in fostering a high-performance work culture within the organization (Wibowo, 2016, p. 25).

Human Resource Development Strategy

The Human Resource Development (HRD) strategy is a long-term plan designed to enable staff members to progress and contribute to the company in alignment with its growth and changes. The goal of employee development initiatives is to cultivate high-performing workers who will become valuable assets to the company as it evolves in the future (Patonengan, 2021). On the other hand, strategy is the process of formulating a program planned by top management, focusing on the organization's goals for future success. It articulates the comprehensive planning of the organization's approach to achieving these objectives. This organizational strategy will reduce competitive constraints and maximize competitive advantages.

Organizations must be involved in the development of employees or staff to enhance their knowledge, skills, and capacity in line with the job expectations they perform. This means that by engaging in development activities, we will be able to improve and address deficiencies in our job performance in accordance with the technological advancements of the organization (Aini et al., 2024). Therefore, it can be said that an organization's human resource development strategy is its approach to addressing labor issues by increasing output and making adjustments to make workers more productive and engaged in their tasks to achieve the company's goals effectively (Guruh Suksmono Aji & Iva Khoiril Mala, 2024).

The urgency of this research arises from gaps identified in previous studies, where different results were observed, as follows:

1. Kusuma et al.,(2018), in the study titled The Influence of Motivation and Training on Performance (A Study on Employees of PT PLN (Persero) Distribution of East Java, Malang Area) found that motivation has both simultaneous and partial effects on employee performance at PT PLN (Persero) Distribution East Java, Malang Area (Kusuma et al., 2018).
2. Reni Juwita (2019), in the study Analysis of the Impact of Training and Human Resource Development on Employee Performance at BPS Ogan Ilir Regency concluded that training does not significantly influence employee performance at BPS Ogan Ilir Regency, while human resource development significantly affects employee performance at the same institution (Reni Juwita, 2019).

These differing results highlight the need for further research to understand the varying impacts of training and development on organizational performance, specifically at BPS North Morowali, where a similar issue of underperformance persists. Uniqueness in research can emerge from innovative methods of measuring the impact of human resource development strategies. For example, instead of relying

solely on financial performance indicators, incorporating factors such as employee well-being, job satisfaction, and social contribution can provide a more holistic view. Research with this kind of uniqueness offers a fresh perspective that is more aligned with the dynamic needs of the modern workforce. It also enriches the literature on human resource development by providing a broader and more practical context for its application. This comprehensive approach allows for a deeper understanding of how development strategies influence both individual and organizational outcomes beyond traditional metrics

METHOD

The type of research used in this study is descriptive research with a qualitative approach. The qualitative approach is a research method that presents data in the form of narrative descriptions using words without involving numerical calculations as in quantitative approaches (Sugiyono, 2015a, p. 63). Descriptive research aims to explain and describe various conditions, situations, or variables that emerge in society as research objects. This research is conducted based on the reality that occurs to reveal the characteristics or descriptions of those conditions, situations, or variables(Bungin, 2010, p. 36).

Thus, this study uses the descriptive method to provide an in-depth understanding of the strategies implemented. This approach allows the researcher to explore information in detail based on the observed phenomenon, thereby producing a comprehensive picture that is in line with the context of the object being studied. Therefore, the revitalization strategy in enhancing human resource development being investigated involves the following informants in this study:

Table 2. Research Informants

No	Nama	Keterangan
1	AS	Head of BPS Morowali Utara
2	MA	Head of General Affairs Subdivision
3	SL	PPK
4	MN	Treasurer
5	YW	Staff
6	AW	Staff
7	NS	Staff
8	RA	Staff
9	AA	Staff
10	SI	Staff
11	IMK	Staff
12	NA	Staff
13	NR	Staff
14	CR	Staff
15	AC	Staff

Informant Selection Technique

The selection of informants in this research uses the purposive sampling technique. This technique involves selecting informants or sources with a specific purpose in mind, in alignment with the research theme, because they are considered to

possess the necessary information for the study. In this case, the researcher selects informants who are believed to understand the issues being studied and can provide information that can be developed to gather the necessary data. The subjects in this study are employees from the Central Statistics Agency (BPS) of North Morowali Regency. The characteristics of the informants chosen for this research are as follows:

1. Employees of the BPS office in North Morowali Regency.
2. Have at least 5 years of work experience.
3. Educational background: high school diploma (SMA), associate degree (D3), bachelor's degree (D4/S1), or master's degree (S2).
4. Age between 25 to 58 years old.

Data Collection Techniques

This study collects data through various methods, including Observation, Interviews, Questionnaires, Field Notes, and Recordings/Documentation. After gathering the data, the next step is data analysis, which involves using SWOT analysis and descriptive analysis as the research methods applied in this study at the Central Statistics Agency (BPS) office in North Morowali Regency. The factors that drive or hinder human resource development are examined using a descriptive-analytic approach. Meanwhile, SWOT analysis is employed to analyze human resource development strategies at the BPS office in North Morowali Regency. This combination of methods helps to identify both the strengths and weaknesses within the organization, along with opportunities and threats related to human resource development.

Data Validity Testing Techniques

In qualitative research, the primary instrument is the researcher themselves. However, once the research focus becomes clearer, it may lead to the development of simple research instruments that can complement the data and provide a comparison with data obtained through observation and interviews. The researcher will engage in the fieldwork, including grand tour questions, focused and selection stages, data collection, analysis, and drawing conclusions. To test the validity of the data, the researcher uses triangulation to ensure that the data collected is valid for the study. According to (Creswell, J. W. and Miller, 2000), "data validity is the counterpart of the concepts of authenticity (validity) and reliability (reliability) in quantitative research, adjusted to the demands of knowledge, criteria, and paradigms of the researcher." Data validity refers to the degree of confidence or truth in the results of a study. Lincoln and Guba (1985) in (Moleong, 2018) argue that in qualitative research, the concept of validity is multifaceted and dynamic, meaning there is no consistency or repetition as

originally expected. Data validity can be achieved through data collection processes using data triangulation techniques.

In this study, triangulation is defined as verifying data from various sources using multiple methods and at different times. Thus, triangulation can be based on sources, data collection techniques, and time. In this research, the author uses only source triangulation and data collection technique triangulation to obtain valid data. See Figure 1 and 2 (Sugiyono, 2015b, pp. 372–373):
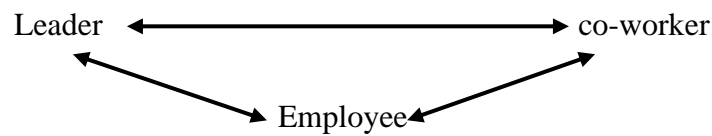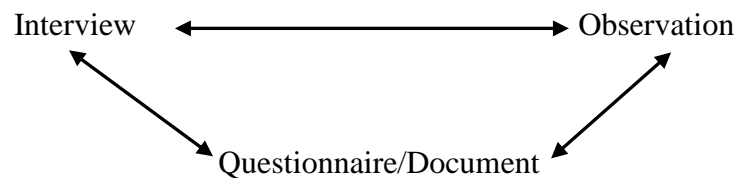

Image 1. Data Source Triangulation

Figure 1. Data Collection Techniques Triangulation

RESULT AND DISCUSSION
Result

These factors can be assessed by evaluating the internal elements that influence organizational performance. Based on the results from interviews and questionnaires, several strengths have been identified, including the ability to innovate, the human resource development approach through training, and broad access to information through connections with other institutions and organizations. However, some weaknesses need to be addressed, such as the lack of adequate human resources and insufficient mastery of data analysis and internal applications. To provide a broader perspective on the analysis of the internal factors, the internal factors are presented in more detail in the form of a table that summarizes the findings from the field observation. This can be presented in the following Table 3:

Table 3. Analysis of Internal Factors of BPS Morowali Utara

	Strength
S1	The team's ability to work collaboratively and optimize existing human resources.
S2	Training and development programs have proven to be effective in enhancing human resource capabilities.
S3	Employees are able to complete the tasks assigned to them, even with additional responsibilities.
S4	Collaboration and coordination between sub-sections are well-established in terms of communication and information sharing.
S5	Flexibility and adaptability in facing changes in the work environment or the use of information technology.
S6	The existing work culture, such as teamwork and mutual support, enables human resources to remain productive and avoid procrastination.
S7	Professionalism in providing services and presenting reliable statistical data.
	Weakness
W1	There are still few employees with a background in statistics education.
W2	The lack of technical field survey staff.
W3	The data entry staff at the BPS Morowali Utara are still insufficient.
W4	The shortage of statistical data analysis personnel.

Based on the data above, the Internal Factor Analysis Summary (IFAS) can be determined, which is the result of analyzing the strengths and weakness factors that affect the Central Statistics Agency (BPS) of North Morowali Regency. After obtaining the necessary data, the next step is to input the data into the determination of weights by comparing internal and external factors. The results in the table determine the weights, which have been normalized to obtain the final weight that can be presented in the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) matrices. The rating and weight values are derived from 15 respondents, including the Head of the Office, employees of BPS Morowali Utara, and partners who are involved in executing the programs at the BPS office. The total score is obtained by multiplying the weight and the rating.

Table 4. Questionnaire Data and Rating Assignment for Internal Factors

No	Strengths	Rating			
		1	**2**	**3**	**4**
1	The team's ability to work collaboratively and optimize existing human resources.	1	0	11	3
2	Training and development programs have proven effective in enhancing human resource capabilities.	0	1	6	8
3	Employees are able to complete assigned tasks, even when additional duties are given.	2	2	11	0
4	Collaboration and coordination between sub-divisions are well-established in terms of communication and information.	0	0	10	5
5	Flexibility and adaptability in responding to changes in the work environment or the use of information technology.	1	3	8	4
6	The existing work culture, such as teamwork and mutual support, allows human resources to remain productive and avoid procrastination. This collaborative environment ensures that tasks are completed efficiently and contributes to the overall success of	0	2	11	2

No		Rating			
	the organization.				
7	Professional in providing services and presenting reliable statistical data.	0	0	12	3
No	Weaknesses	Rating			
		1	2	3	4
1	There are still insufficient employees at BPS Morowali Utara with a background in statistics.	0	8	6	1
2	There is a shortage of technical staff for field surveys.	3	4	5	3
3	There is still a shortage of data entry personnel.	1	4	8	2
4	There is a shortage of statistical data analysis personnel.	0	7	4	4

Source: Researcher, 2024

Table 5. Internal Factor Weight Calculation

No	Strengths	Questionnaire Data Management	Weight
1	The ability of the team to work collaboratively and optimize existing human resources.	46	0,09
2	The training and development programs have proven to be effective in improving HR capabilities.	52	0,10
3	Employees are able to complete the tasks assigned, even when additional duties are given.	45	0,09
4	Collaboration and coordination between sub-units are well-established in terms of communication and information.	50	0,10
5	Flexibility and adaptability in facing changes in the work environment or the use of information technology.	46	0,09
6	The existing work culture, such as teamwork, mutual support, allows HR to remain productive and not procrastinate.	45	0,09
7	Professional in providing services and presenting reliable statistical data.	48	0,09
	Total Strength	332	0,68
No	Weaknesses	Questionnaire Data Management	Weight
1	There are still too few employees with a background in statistics.	38	0,07
2	There is a shortage of field survey technical staff.	38	0,07
3	There is still a shortage of data entry personnel.	41	0,08
4	There is a shortage of statistical data analysts.	42	0,08
	Total Weaknesses	159	0,32
	Total Faktor Internal	491	1,00

Source: researcher, 2024.

The IFAS (Internal Factor Analysis Summary) matrix presents data that has been processed from the weight calculation results of internal factors at the BPS office in Morowali Utara based on responses from the distributed questionnaires. Similarly, for the external analysis, factors influencing the human resources development strategy at BPS Morowali Utara are identified to determine opportunities and threats in the external environment of the organization. Just like internal factors, the analysis of external factors also requires a table of external factors that presents statements included in the questionnaire distributed to respondents in this study. Each question item on the questionnaire is answered with a scale of very strong, firm, very weak, and

weak to calculate the rating and weight of each component. This allows for an evaluation of the external factors affecting the organization's performance. Based on interviews and the distribution of questionnaires, several opportunities were identified, including collaboration between government and non-governmental agencies, improvement of public services through enhanced employee skills, and increased demand for statistical information. However, despite these opportunities, threats such as the limited resources for statistical data development were also noted.

The first step in this external analysis research is to identify external factors, such as opportunities and threats, that may affect the organization. The results of this external factor analysis provide a deep understanding of the importance of opportunities and challenges that BPS Morowali Utara will face in the context of its external environment. After conducting the evaluation, priorities can be assigned to the external factors that have the most significant impact on the existing strategy at BPS. The following table provides a broader view of the external factors present at the BPS office in Morowali Utara.:

Table 6. External Factor Analysis of BPS Morowali Utara

	Opportunities
O1	Can inform about the leading sectors in North Morowali Regency
O2	The opportunity for collaboration with various parties is very large
O3	Promotion/advancement opportunities with great potential
O4	Opportunities to improve competencies in statistics offered by the Central Bureau of Statistics.
	Threats
T1	The availability of the current human resources may lead to an increased workload on team members, potentially resulting in a decline in overall productivity and performance.
T2	Difficulties faced by employees/partners in field data collection, such as natural disasters or challenging terrain
T3	The limited understanding of respondents leads to a lack of accuracy in the data that will be presented.
T4	The limited number of human resources can lead to a decline in the quality of services and statistical data produced, potentially reducing public trust and the reliability of the information provided.

Source: Researcher, 2024

Table 7. Data from the Questionnaire Results and Rating Assignment from External Factors

No	Opportunities	Rating			
		1	**2**	**3**	**4**
1	Can provide information about the leading sectors in North Morowali Regency.	0	3	7	5
2	There is a great opportunity for collaboration with various parties	0	2	8	5
3	Promotion/advancement opportunities with great potential.	0	4	11	0
4	Opportunities to enhance competence in statistics through programs organized by the Central Bureau of Statistics (BPS)	0	5	8	2
No	Threats	Rating			
		1	2	3	4
1	The availability of human resources at BPS Morowali Utara may lead to an increased workload for team members, potentially resulting in a decrease in overall productivity and performance.	0	5	9	1

| 2 | Difficulties faced by employees/partners in field data collection, such as natural disasters or challenging terrain. | 1 | 2 | 12 | 0 |
| 3 | The limited understanding of respondents leads to a lack of accuracy in the data to be presented. | 0 | 3 | 9 | 3 |
| 4 | The limited number of human resources can lead to a decrease in the quality of services and the statistical data produced, potentially reducing public trust and the reliability of the information provided | 0 | 3 | 11 | 1 |

Source: Researcher, 2024

Table 8. Calculation of External Factor Weights

No	Opportunities	Questionnaire Data Management	Weight
1	It can provide information about the leading sectors in North Morowali Regency	47	0,13
2	The opportunity for collaboration with various parties is very large.	48	0,13
3	Promotion/advancement opportunities are highly likely	41	0,11
4	Opportunities to enhance competence in statistics through programs organized by the Central Statistics Agency (BPS)	42	0,12
	Total Opportunities	178	0,51
No	Threats	Questionnaire Data Management	Weight
1	The availability of human resources may lead to an increased workload for team members, potentially resulting in a decrease in overall productivity and performance	41	0,11
2	Difficulties faced by employees/partners in data collection in the field, such as natural disasters or challenging terrain	41	0,11
3	The limited understanding of respondents leads to a lack of accuracy in the data to be presented	45	0,12
4	The limitation in the number of human resources can lead to a decline in the quality of services and the statistical data produced, which has the potential to reduce public trust and the reliability of the information provided	43	0,12
	Total Threats	170	0,49
	Total External Factors	348	1,00

Source: Researcher, 2024

After understanding this, a SWOT diagram is created to clearly show the organization's position, based on the calculations above, which will result in a human resource development strategy at the Central Statistics Agency Office of Morowali Utara Regency, as shown in the following SWOT diagram:
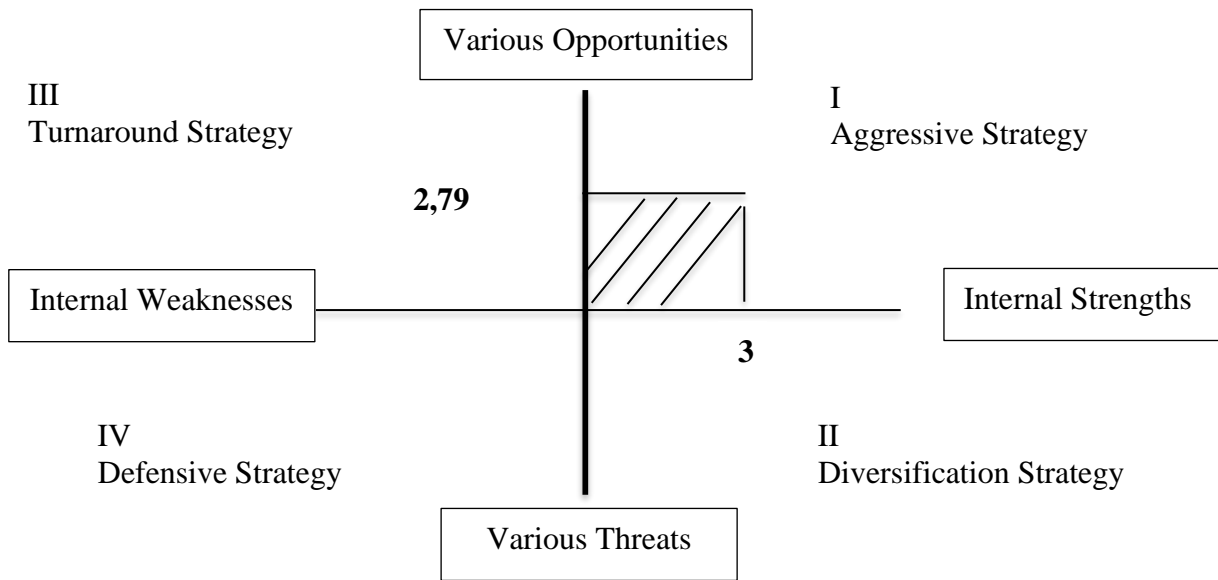
Source: Researcher, 2024

Figure 2. SWOT Diagram

From Figure 2 above, the analysis of the strengths, weaknesses, opportunities, and threats at the Central Statistics Agency Office of Morowali Utara Regency shows that the office is positioned in Quadrant I, with an aggressive growth strategy (Growth-Oriented Strategy). This quadrant represents a highly favorable situation. In Quadrant I, the BPS Morowali Utara Office is seen as having various capabilities and strengths to grow or expand in the future. An organization positioned in Quadrant I of the SWOT matrix can use an aggressive strategy with a proactive approach, taking bold steps to achieve rapid growth and improve organizational performance by seizing available opportunities to reach the organization's goals. The plan to be implemented by the Central Statistics Agency Office of Morowali Utara is aggressively growth-oriented. This indicates that BPS Morowali Utara is in prime condition and stable, making it suitable to continue growing, accelerate growth, and leverage all existing prospects for long-term progress (Rangkuti, 2015). Steps that can be taken in this aggressive growth strategy at BPS Morowali Utara include strengthening existing capabilities by optimizing current human resource development programs and aligning them with current needs and trends, fostering good relationships with government and non-government organizations to share resources and experiences, and implementing necessary changes in existing standard operating procedures (SOPs)

Grand Strategy Matrix

After determining the values of each internal and external factor, the next step is to place these values in the Grand Strategy Matrix. The Grand Strategy Matrix is a strategic analysis tool that can be used to evaluate the strategic options available to an

organization. This matrix helps organizations identify and select the strategy that is most suitable for achieving their long-term goals. The Grand Strategy Matrix consists of four quadrants, each representing a different organizational situation. Quadrant I represents growth, such as the development of new products or services, and indicates a strong position. Quadrant II represents a stable condition, particularly in the context of providing statistical services for national development. Quadrant III represents an organization facing high competitive pressure or significant changes in the needs of statistical data users. Quadrant IV represents an organization that is not operating profitably in terms of service delivery. Once the values of each internal and external factor are identified, the next step is to place the results of these values into the Grand Strategy Matrix, as shown in the following table:

Tabel 9. SWOT Analysis

EFAS / IFAS	Strengths (S)	Weakness (W)
Opportunities (O)	SO = S+O 2,16+1,53 = 3,69 SO = 3,69	WO = W+O 0,83+1,53 = 2,36 WO = 2,36
Threats (T)	ST = S+T 2,12+1,37 = 3,49 ST = 3,49	WT = W+T 0,85+1,38 = 2,23 WT = 2,23

Source: Researcher, 2024

In the table above, the results of the combination of the SWOT strategy (Strength, Weakness, Opportunity, Threats) are obtained from the multiplication of the weights between strengths (Strength), weaknesses (Weakness), opportunities (Opportunity), and threats (Threats). This can be explained based on the calculations from the SWOT analysis table. The Strength-Opportunity strategy yields a result of (3.69). This high value indicates the effectiveness with which the organization can leverage its internal strengths to capitalize on external opportunities.

A score of 3.69 on the strength-opportunity axis reflects that the strengths and opportunities possessed by the organization are quite significant and have great potential to support HR development strategies. This score is above average, indicating that development steps are on the right track, but there is still room for further improvement. Strategic Implications: It is necessary to be more aggressive in leveraging opportunities for HR development with proactive strategies. One approach that can be implemented is strengthening technology-based training programs and building strategic partnerships aimed at enhancing competencies. Furthermore, a strategy based on opportunities can also be developed by aligning training programs with global trends and continuously evaluating to ensure that strengths are maximized and available opportunities are effectively utilized.

A score of 3.49 on the strength-threats axis indicates that the organization has considerable strengths, but it is still close to the upper limit of the moderate category. It also reflects that the threats faced are significant and require strategic management to prevent them from hindering organizational performance. The Strategic Implications for Strengths and Threats suggest that the North Morowali Regency BPS (Statistics Agency) has sufficient strength to face threats, but it is not yet fully optimal. Threats could reduce performance if the existing strengths are not managed with the right strategy. Therefore, it is necessary to manage the risks posed by threats by developing policies that can retain talented employees, such as incentive programs or better career development opportunities. The organization can also leverage its strengths to strengthen its resilience against threats, for example, by using technology to improve work process efficiency amidst budget constraints.

A score of 2.36 on the weakness-opportunities axis indicates how effectively the organization can address its internal weaknesses that need improvement by leveraging external opportunities. The score of 2.36 for Weakness and Opportunity shows that while external opportunities are pretty significant, internal weaknesses are hindering their maximal utilization. Therefore, strengthening weaknesses should be a priority to allow the organization to take advantage of opportunities more effectively. The strategic implications involve leveraging opportunities while addressing weaknesses as an external factor that can be used to improve HR performance. This can be achieved by adopting new technologies that can enhance training efficiency and by partnering with training institutions or universities. It is also necessary to adjust management policies to support better innovation and change, which will accelerate the response to opportunities.

A score of 2.23 on the weakness-threats axis reflects the organization's weak position with significant threats. To improve resilience and performance, the main focus should be on strengthening internal weaknesses and developing appropriate threat mitigation strategies. Therefore, the North Morowali Regency BPS needs to pay immediate attention to addressing challenges that could worsen the situation if not properly managed. Thus, prioritizing the strengthening of internal weaknesses is essential:

1. Increasing investment in employee training and building a more effective performance management system,
2. Reducing dependence on limited internal resources by partnering with external training institutions or using more cost-effective cloud-based technology solutions, and
3. Developing risk mitigation policies that can withstand the impact of threats, such as introducing competitive employee retention programs to face workforce competition.

Discussion

Based on the results of the calculations and explanations from the SWOT analysis combination above, the best strategy to be used is the SO strategy with a total value of 3.66. Therefore, an appropriate SWOT matrix can be conceptualized, as shown in Table 9 below;

Table 10. SWOT Matrix

IFAS	Strengths (S)	Weakness (W)
	1. Enhance innovation programs by strengthening the culture of innovation among employees. 2. Optimize the use of training for HR development by identifying key skill needs and regularly conducting relevant training sessions. 3. Leverage connections with other institutions and organizations to access information, diverse knowledge, and collaborate in HR development. 4. Make improvements and updates to the Standard Operating Procedures (SOP).	1. Identify strategies to address human resource shortages by improving recruitment and retention of qualified employees. 2. Conduct intensive training to enhance data analysis skills and mastery of applications used by BPS. 3. The existing SOP does not provide guidance steps related to the organization.
EFAS **Opportunities (O)**	**SO Strategy**	**WO Strategy**
1. Enhance collaboration by initiating and participating in collaborative programs to share resources, experiences, and knowledge. 2. Improve public services by organizing intensive training programs.	1. Innovation in data collection and analysis. 2. Enhancement of employee skills and knowledge. 3. Establishing partnerships with government and non-government institutions to address human resource limitations. 4. Development of technology-based statistical services. 5. Improvement and updating of Standard Operating Procedures (SOPs) in accordance with current conditions to address existing issues.	1. Development of employee skills in data analysis. 2. Development of statistical information systems. 3. Expansion of collaboration with the private sector.
Threats (T)	**ST Strategy**	**WT Strategy**
1. Address the threat of workforce loss by enhancing employee retention efforts. 2. Improve working conditions and employee	1. Strengthening partnerships with other institutions. 2. Strengthening competent human resources. 3. Providing statistical consultation services.	1. Improvement of operational efficiency. 2. Collaboration with external parties. 3. Enhancement of transparency and

| welfare. | 4. Providing easily accessible and understandable statistical data. | accountability.
 4. Diversification of revenue sources. |

Source: Data processing results, 2024

Based on the SWOT matrix above, which is processed from the internal and external factors occurring at the Central Statistics Agency (BPS) office in North Morowali Regency, the strategy placed is the Strength-Opportunity (SO) strategy. In this strategy, the BPS office of North Morowali Regency can leverage its internal strengths to pursue existing opportunities. The SO strategy that can be implemented at the BPS office in North Morowali Regency is as follows:

1. Innovation in data collection and analysis.
2. Improvement of employee skills and knowledge.
3. Establishing relationships with professional institutions to address human resource limitations.
4. Development of technology-based statistical services.
5. Improvement and updating of SOPs (Standard Operating Procedures) that align with current conditions to address existing issues.

The results of the SWOT analysis show that strengths can be used to cover up the existing weaknesses. Meanwhile, the comparison between opportunities and threats shows a low value, which can be concluded that all existing opportunities will be utilized as best as possible to overcome the threats. The strategies offered by the SWOT matrix analysis suggest that the Central Statistics Agency (BPS) office of North Morowali Regency, to overcome the current problems, can choose one of the alternative strategies among the strategies offered that are considered relevant to the issues faced. The next step in refining the internal and external elements is to conduct this research. The characteristics of strengths that have a significant influence on the development of human resources come from internal factors, one of which is conducting routine human resource development training when preparing to run surveys or programs. Meanwhile, the weakness factor includes elements that may hinder the organization's development process, such as the lack of human resources at the BPS office in North Morowali Regency, which leads to various factors that occur outside the established guidelines, such as heavy workloads or urgent survey requests from multiple parties, requiring employees to work beyond operational hours.

The external factors that have been observed show several opportunities that strongly influence the development of human resources at the BPS office of North Morowali Regency. One of these is the establishment of partnerships, both with government and non-government organizations. Through these collaborations, not only can broader branding be achieved, but they also help in reducing deficiencies within the organization, such as the lack of cooperation with external parties, especially in the non-governmental sector or with individuals. This is typically managed through recruitment systems and contract periods. On the other hand, the threat factors include several

elements that have a substantial impact on the organization, further exacerbating weaknesses. One such factor is the difficulties faced by survey staff during the survey process, which may hinder the survey results needed due to delays caused by these difficulties.

The program and method known as human resource development strategy is intended to help employees in a business become more knowledgeable, skilled, and capable. The aim is to ensure that the human resources within an organization possess the abilities required by the job demands and are capable of facing future changes and challenges. The goal of human resource development is to use education and training to improve technical, theoretical, conceptual, and moral skills to meet the demands of their positions better. (Isniar Budiarti, 2018, p. 257). The results of this study are in agreement with previous research that states that an aggressive growth-oriented strategy shows that the business is in a very good and stable condition, allowing it to grow, develop, and take advantage of all available prospects for long-term success (Purnomo, 2021).

The results of this research highlight key aspects that can drive the staff in the human resources department toward revitalization, utilizing the strengths they already possess (Bhattacharyya, 2018). Therefore, employee skills can significantly impact performance improvement, and in this case, employees need to be assured that their efforts will be valued by the organization. Skill development is a crucial focus for management, as a company can achieve its goals more quickly by leveraging the skills of its employees (Ngatinem, 2022). Moreover, the priority alternative strategies indicate that assessment, job rotation, and competency directories are the three main alternatives that need to be developed by the management of the Central Statistics Agency (BPS) of North Morowali Regency. The human resources department, as part of management, should provide guidance to the HR department to formulate a comprehensive employee evaluation system, both generally and specifically. Developing assessments is considered vital to support the policies designed by the employee performance evaluation division (Ningrum et al., 2020). Therefore, the development of this evaluation system must be carried out in detail and tailored to the needs of each department. Approaches that can be applied include performance assessment, portfolio assessment, product assessment, and self-assessment. This step is expected to improve the effectiveness of policies and encourage optimal performance across the organization. The aim is to develop a proper assessment that is closely aligned with the organization's objectives, based on more comprehensive evaluation criteria, feedback, and consideration of the essential human resource development needs required for a more aggressive strategy (Dixit & Sinha, 2020).

The SO strategy, or aggressive strategy, is an approach focused on growth and increasing market share by taking proactive and bold steps. The main goal of this aggressive strategy is to create a competitive advantage and expand the organization's presence through measures such as innovation in data collection and analysis, enhancing employee skills and knowledge, establishing partnerships with government

and non-government institutions to address human resource limitations, developing technology-based statistical services, and implementing employee retention programs. Therefore, an aggressive strategy can help the Central Statistics Agency (BPS) of North Morowali Regency effectively respond to the challenges it faces while leveraging available opportunities to strengthen its position in supporting government development and providing better services to the community.

The findings of this study are in line with the research conducted by (Dalimunthe, 2019; Susilowati & Farida, 2019). Which found that employee performance improvement through training and development enhances employee skills more effectively. HR development involves a continuous system for measuring and improving performance by addressing the organization's needs and correcting weaknesses through a better performance appraisal system (low Weakness-Opportunity score), in accordance with the theory that effective HR development requires objective performance measurement integrated with individual development plans.

Previous research that is also in line with the findings of this study, such as the research conducted by (Marthalia, 2023), found that organizational strengths can be optimized to overcome threats in line with the importance of employee motivation through recognition, rewards, and skill development strategies. Internal weaknesses that hinder development, such as the lack of an effective evaluation system, can be addressed with performance-based incentive programs.

The research findings can be linked to the Competency-Based Development Theory, where HR development aims to enhance work competencies, including knowledge, skills, and attitudes, in line with the organization's needs. Therefore, development strategies that emphasize strengthening competency-based training are relevant to the need to improve employee productivity and quality. These findings show that there is a significant opportunity to improve the training system and employee competency development, which can be followed up with a portfolio-based training approach, self-assessment, or performance-based indicators of specific competencies. Therefore, it is necessary to design training programs based on learning outcomes that align with the organization's competency needs and also enhance managerial skills through simulations and case studies in line with emerging trends

CONCLUSSION

The results of this study have answered the research questions by finding that it is essential to apply various HR development theories synergistically to create a holistic and sustainable strategy. Focusing on competence development, career planning, motivation, and performance management can enhance the organization's competitiveness by leveraging internal strengths and addressing existing weaknesses and threats. Theory-based strategies enable better decision-making in formulating HR management policies that are adaptive to changes in the business environment.

The strategy for revitalizing human resource (HR) development in the organization shows a powerful potential to support the enhancement of competitiveness

and productivity. The strengths possessed, such as high-quality training programs, strong management support, and collaborative work culture, provide a solid foundation for more effective HR development. External opportunities, such as technological advancements and the increasing demand for new skills, can be effectively leveraged through strengthening relevant and adaptive training programs in response to changes. With the right strategy, the organization can continue to grow in the face of increasingly dynamic global challenges. Although there are some threats and weaknesses, such as intense workforce competition and resource limitations in certain areas, these can be addressed by optimizing existing strengths and developing new initiatives that are responsive to market changes. Overall, the SWOT results show that the organization is in a good position to continue moving forward and strengthen its position through a holistic and sustainable HR development strategy.

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