

SWOT Analysis in SMART ASN Development: A Case Study of HR Development at the Ministry of Manpower of Indonesia

Ichsan Ari Wibowo¹, Retno Kusumastuti²

^{1,2}Faculty of Administrative Science, Universitas Indonesia
ichsanawstudy@gmail.com

Abstract

Competent employees are the strategic advantage of the organization in achieving its performance goals. The Ministry of Manpower (Kemnaker) has made a strategic target for developing human resources, namely SMART ASN, which includes mastery of information technology, foreign languages skills, hospitality traits, and attitudes, ability to build networks, and entrepreneurship. However, the practice of human resource development does not fully refer to the strategic planning agenda. This article explores the perception of how HR employees and stakeholders harmonize HR development with the strategic plan through SWOT analysis. Informants and respondents are functional officials who have the task of collecting and formulating HR policy documents. The results show that there are a number of advantages such as the millennial generation and the weakness is the inadequate direction of HR development policies. On the other hand, the rise of digitalization and its rapid changes are both opportunities and threats for organizations. The author formulated the strategies of strengths-opportunities (SO), weaknesses-opportunities (WO), strengths-threats (ST), and weaknesses-threats (WT). Finally, the author hopes that the article can be an option of recommendations for organizational leaders in human resource development strategies at the Ministry of Manpower.

Keywords

HR development; strategic HR development; SWOT analysis



I. Introduction

After simplifying the bureaucracy, the Minister of Manpower has a strategic plan to realize better Human Resources (HR) in the organization. The Minister of Manpower conveyed the vision and mission to hundreds of functional officials on January 8, 2021. The dissemination of this vision and mission is an elaboration and part of the government's 2020-2024 work priorities that have been conveyed by President Joko Widodo regarding the "Vision of Indonesia". Human Resources (HR) is the most important component in a company or organization to run the business it does (Niati et al., 2021).

The strategic direction of HR development policy is to realize sustainable bureaucratic reform, implementing e-government in public services, and develop young talent. The direction of HR competency development specifically stated in the ministry's strategic planning is Kemnaker's employees who are able to work with information technology, foreign language skills, have a hospitality attitude, have networking skills, and have entrepreneurial capacity.

In addition, the Secretary-General of the Ministry of Manpower also expressed his views so that all employees can have a collaborative organizational mindset. During this time, the structural paradigm tends to slow down tasks that problem-solving is not executed quickly. The "boxes structure" was replaced with a functional way of working for

a more flexible organization, focused on action, teamwork and leaders who are able to direct and drive.

However, the implementation of human resource development programs has not fully referred to the strategic agenda of human resource development. There is no evidence of massive training for employees in improving foreign language skills, building entrepreneurial capacity, and supporting digital competence in the workplace. There are only a few structured trainings that support networking and hospitality competencies. Most of the training is only for basic and intermediate level leadership or managerial training. the number is also limited. Training that refers to competencies that are oriented to excellent service, has not been orchestrated to all employees at every level of position. After the simplification of the bureaucracy, of course, fewer employees will have the opportunity to attend the training and more emphasis on specific technical and functional training. In other words, training that refers to strategic HR planning has not been fully implemented.

In addition, the simplification of the bureaucracy causes changes in work mechanisms, job maps, income or compensation and bureaucratic organization. In practice, affected employees are appointed and assigned to functional positions without a competency test mechanism as stipulated in the regulations for the appointment of functional positions. In other words, HR management does not know the competency level of all employees when they are transferred from structural to functional positions. Not all structural and functional positions have competency standards as well.

The strategy for achieving the 2020-2025 HR development target based on the direction of the Minister of Manpower (which is contained in the 2020-2024 Strategic Plan) and adjusting a number of policy plans in the field of Apparatus HR in the form of SMART ASN 2025 are (1) Employees who master information technology and foreign languages; (2) Employees who have a friendly nature and attitude and networking skills, and; (3) Employees who have an entrepreneurial spirit.

To achieve these targets, HR development programs are needed. Based on the human resource development policy plan, the program requires a more operational strategy to achieve the target which is elaborated in the SWOT analysis method.

II. Research Method

The research method is a qualitative method by distributing online questionnaires to target informants, namely functional officials of Junior Expert Staffing Analysts, Middle Expert Staffing Analysts, Junior Expert Policy Analysts, and Middle Expert Policy Analysts. The questions in the questionnaire consist of two parts, namely voting questions and questions with narrative answers.

The opening question is the selection of informants' preferences to choose one aspect of HR development that is considered the most important and urgent. This question is used as a comparison between personal preferences and the level of importance that is considered urgent. Questions with narrative answers are questions that lead to answering the SWOT analysis factors from the selected HR development aspect.

Before the questionnaires were distributed, the authors also studied secondary data obtained from various laws and regulations related to the development of human resources for the national apparatus, the strategic plan of the Ministry of Manpower, and exposure materials submitted by the Minister of Manpower and other high-ranking officials regarding the HR development plan of the Ministry of Manpower.

A List of Questions

The questionnaire is divided into two parts (section). The first part is a choice question: "If you were given the responsibility of developing one aspect of HR that is the target of the ministry, which important and most urgent aspect would you choose for training/learning?" The question is answered by choosing one of five options, namely aspects of human resource development which include (1) mastery of information technology (2) mastery of foreign languages; (3) friendly nature and attitude, (4) ability to network work, and; (5) entrepreneurial competence. Respondents also rate why they made that choice.

In the second part, based on the choice of answers to the first question, the informants were asked to answer questions in the form of (1) what are the advantages and strengths of the Ministry of Manpower institution or HR, (2) what are the internal weaknesses of the organization that must be overcome by the Ministry of Manpower institutions and HR, (3) what are the opportunities (outside the organization) that the Ministry of Manpower organization can take advantage of, and (4) what are the obstacles (outside the organization) that the Ministry of Manpower can take advantage of. Based on the questionnaire, a number of informants were interviewed to further deepen their opinions.

Based on these research questions, qualitative data were obtained regarding Strength (strength or internal advantages of the organization), Weakness (internal organizational weakness), Opportunity (organizational external opportunities), and Threats (organizational external barriers) to preferences or choice of answers to the level of urgency.

III. Results and Discussion

Based on the results of the questionnaire, data were collected from 14 informants. In the first part of the question, the author concludes that the informant's preference for choosing the Information Technology Mastery aspect reaches 50 percent. For other aspects such as Friendly and Serving Attitudes (28.6 percent), and 7.1% for Foreign Language Mastery and Network Building and Entrepreneurship, respectively. Therefore, for the SWOT analysis, the data that is processed is only the narrative answers of the informants from the aspect of Information Technology Mastery. Furthermore, the researcher studied the results of the questionnaire by conducting interviews with 7 informants who represented the highest answer preferences. Here are the findings:

3.1 Analysis of Strengths

a. The Increasing Number of "Millennial" Generation Employees

The Ministry of Manpower has a total of 3,519 employees based on the personnel information system (SIAP) application as of December 2021. Of the total number of employees, 56.4 percent of the employees are productive aged 22 to 40 years. This percentage figure is up in the range of 15 percent compared to 2017 (41.7 percent). This productive age is an employee with a year of birth from 1980 to 1999.

Hernandez (2020) states that Generation X (born between 1965 - 1980) and Millennials (born between 1981 - 1996) will continue their role in the workplace for the next 15 years, while Baby Boomers (born between 1946 - 1964) are beginning to retire. . He continued: Millennials will no longer even dominate the role of "young professionals" and leave it to Generation Z (born between 1997-2012). This can be understood with the passage of time.

Millennials are known to be characterized by high digital literacy and multitasking abilities, who work at "twitch speed". This generation has a tendency to socialize and learn on the internet, consume and produce digital information (Twenge, 2007). From the learning aspect, millennials have unique attitudes, some of which can facilitate learning while others can hinder learning in the context of higher education (Karakas, Manisaligil, and Sarigollu, 2015).

Therefore, the advantages of mastering information technology and the ability to learn and socialize digitally are the majority advantages that can be obtained from employees at the Ministry of Manpower. This advantage was recognized by the informant and became one of the Strength factors related to the 2020-2024 HR development target.

b. Human Resources Information System (HRIS) application in the form of SIAP and Sifornaker

The utilization of information technology has been used in human resource management in the Ministry of Manpower. The Personnel Information Application System (SIAP) is one of the online platforms available for personnel data and information. In terms of human resource development, the use of this application includes historical data on competency development, education, and employee training. In addition, another application in the form of the Naker Personnel Formation System (Sifornaker) is an Excel-based offline working paper to facilitate input of HR planning data into applications belonging to the Ministry of PANRB and BKN whose access is limited and only opened periodically for personnel managers.

Troshani, Jerram, and Hill (2011) mention that human resource information systems (HRIS) are becoming increasingly important in helping modern organizations manage their human assets effectively. In addition, HRIS can also facilitate employee retention management to reduce turnover on the condition that the benefits are also felt by users (Beulen, 2009). However, in order for HRIS to be implemented successfully, there must be supporting factors in terms of 1) Users; HRIS is well socialized, the ability to maintain data privacy, and the tendency to trust. 2) Organization, HRIS is supported by organizational culture, community, and all parties' trust. and 3) Technology; HRIS adopts appropriate technology, easy to use, and useful (Lippert and Swiercz, 2005).

The author is of the opinion that several things in SIAP have not been implemented properly. For example, the space for competency standards has not been implemented in each position, the performance management has not been integrated into personnel data, and the complexity of data input. This data and information are closely related to HR development programs, especially talent management.

The SIAP application is separate and has not been connected to other applications used by the PANRB Ministry. However, SIAP is a digital platform that becomes the capital of internal strength and has development opportunities in the future in supporting HR management within the Ministry of Manpower.

c. Leadership Support in Bureaucratic Reform (RB)

On December 8, 2021, the Minister of Manpower (Menaker) held an event that focused on implementing RB in the Ministry of Manpower. Three months earlier, on October 14, 2020, the Minister of Manpower also conveyed a strategy to increase the competence of the apparatus in the face of the new normal adaptation era. This initiative is a positive indication of the role of leadership in organizational change management. The Minister of Manpower together with the Secretary-General, Anwar Sanusi, gave a

presentation related to RB and HR development targets in the new normal era and the fourth industrial revolution.

Bureaucratic Reform is a government policy to realize good governance (governance). Christensen et al. (2007) state that reform is an active and deliberate attempt by political and administrative leaders to change the structural features or culture of an organization. Political leadership provides encouragement, especially policies that are carried out during a long process, and puts pressure on when necessary (Repucci, 2014).

In his presentation, the Minister of Manpower conveyed the importance of changing the mindset in organizations, from being hierarchical to being flexible and collaborative. He also stated that the direction of HR development of the Ministry of Manpower is mastery of information technology, mastery of foreign languages, the nature and attitude of hospitality, and has the ability to build networks, and has an entrepreneurial spirit. Therefore, the support of the Minister of Manpower and administrative leaders in bureaucratic reform and the direction of HR development is one of the internal political forces to realize the development of the Human Resources of the Ministry of Manpower.

3.2 Weakness Analysis

a. The Lack of Policies and Regulations Related to SMART ASN

Kuipers et al. (2014) stated that in most studies, context is the background to empirical data or as a framework for conceptual elaboration of change management in the public sector. Therefore, the basic context differences between private and public organizations are (1) the political context of democracy (parliament, politics, and politicians) and (2) the 'Rechtsstaat' juridical context (laws, rules, bureaucracy).

Although it seems 'red tape', reference to the context of democratic and juridical politics in HR development policies is important. Regulation is needed as an operational reference for high leadership policies to achieve organizational performance. The absence of adequate regulations related to SMART ASN is a weakness factor that allows HR development between work units to be unintegrated and potentially less coordinated. Operational work references in realizing HR development targets are indispensable as the 'rules of the game' for all parties involved, including beneficiary employees. Therefore, the absence of regulation, which is the opinion of the informants of this study, is considered relevant as a weakness factor in the development of human resources at the Ministry of Manpower.

b. Weak Collaborative Processes between Work Units (Silos)

Collaboration between work units is suspected to have obstacles such as obstacles in the public-private collaboration process. Hatch and Cunliffe (2013) explain that the silo metaphor is a picture of an organizational subculture that is strong and refrains from making collaborations between employees or organizational units and can lead to unproductive conflicts. Ansell and Gash (2007) mention that the identification process must start from the starting condition; is there a history of emotional division and is there a history of mutual respect and shared vision to collaborate on what was to be achieved in the past. Other causes can also be an imbalance of power/resources within the organization that causes conflict, lack of incentives to cooperate, facilitative leaders, and organizations that do not support inclusiveness and transparency.

c. Low Awareness of Competence and Organizational Learning Culture

Evidence of a weak learning organization culture at the Ministry of Manpower is the absence of measurement results, surveys, or assessments about organizational culture. The Ministry of Manpower does not have data on the knowledge level or taxonomy of employees regarding organizational culture. In fact, organizations can identify values that can be campaigned into organizational culture and have scientific evidence of their success. Jung et al. (2009) have identified as many as seventy qualitative and quantitative instruments that can be used to explore the organizational culture.

Furthermore, a number of questions arise: have the organizational cultural values formed into a single unit, or has each work unit had a sub-culture that was different from one another and did not support each other? To what extent has the role of the organization's external environment, which has become a counter-culture, influenced and changed the organizational culture? Has the merit system as one of the driving elements for HR development been socialized and has become a new value for the organization? Of course, there will be many questions that can be answered and instruments can be prepared if the organization has a concern for organizational culture.

Although organizational culture is something that is complex, tacit, and difficult to measure, Hatch (2003) has the view that to manage organizational culture is to observe artifacts such as behavior, documents, and symbols as the realization of values and assumptions (beliefs). The 5S culture has indeed campaigned in several work units. However, it is still partial and sub-cultural in certain work units and has not become a massive campaign. At least, by knowing the organizational culture, leaders can provide interventions or policies to encourage employee performance based on shared values and beliefs. The Assessing Learning Culture Scale is perhaps one of the many instruments that Jung et al. (2009) to measure organizational learning culture in achieving HR development targets.

3.3 Opportunity Analysis

a. The rise of Digitization

Now is the era of digitization. Start-up companies such as Gojek and Tokopedia can have a company value that exceeds the value of companies that have been around for decades such as PT. Telkom Indonesia, Tbk. The opportunity for digitization is so great and affects the value of intangible assets. Like the private sector, the public sector is also driven by leadership policies and public aspirations to emulate similar digitization practices. For example, the Ministry of PANRB has set a regulation on Government Employees with Work Agreements (PPPK) to adapt to the work patterns of Generation Z which are increasingly flexible and less bound. Salim, Alfansi, Darta, Anggarawati, and Amin (2019) stated that Generation Z does not really trust the company as much as Generation Y or millennials.

The Flexible Working Model/Arrangement (FWM) has become a remote working pattern in some ministries and public sector institutions. The trend of FWM work patterns, which was originally developed by NASA while working in space, is becoming increasingly popular as a future organizational work pattern (Yu, Burke, and Raad, 2019). According to Houghton et al. (2018), a flexible work system is a working system that utilizes technological capabilities so that it is possible to do work in remote locations from anywhere and anytime. Furthermore, flexible work systems provide organizations with opportunities to increase productivity, retain skilled staff, and rationalize expensive office space. Computers and mobile phones with always-on internet connections allow for more

connected teleworking arrangements and the creation of distributed, activity-based virtual work teams.

With the proliferation of pioneering work systems like this, employee competency profiles such as managing themselves and others and being responsible for remote work are competencies that are thought to be increasingly important in FWM. Because, according to Warne and Holland (1999), FWM relies on trust between leaders and employees.

b. The Number of Offers for Human Resource Development Cooperation

The opportunity for cooperation in this era is one that can be enjoyed. Offers of training, educational scholarships, and other partnerships with the private sector are one after another. HR development opportunities with other countries and foreign organizations have also been established in the Ministry of Manpower. This kind of collaboration offers many things related to the exchange of new information and knowledge for HR.

c. National Policies Related to the Development of Human Resources and Talents and RB

In terms of human resource development, the concept of bureaucracy has moved to a corporate mindset. The use of the term management and service orientation in the public sector characterizes the change. In various laws and regulations, the Ministry of PANRB, the State Civil Service Agency and the State Administration Institution are increasingly progressively offering the term 'management' and digitizing the work process. The results of the training have been widely using applications as their change projects, institutions that are champions in public service innovation are the majority offering digital innovation and Indonesia's long and medium-term development direction is towards simplification of permits combined with electronic-based services and talent management development.

3.4 Threat Analysis

a. The Development of Technology and Globalization is Going Fast

The Industrial Revolution 1.0 took hundreds of years for the technology to be utilized outside of Europe, but the industrial revolution 4.0 can be felt a few years since it was 'officially' declared by German scientists in 2011. Due to the fast nature of change, the fourth industrial revolution is often referred to as the disruptive era, because in this era a number of companies such as Kodak, Nokia, and conventional taxi companies, one by one were declared bankrupt or their revenues fell. In fact, news about the bankruptcy of the Kodak company can be read or listened to through smartphones that readers hold in the hands of online media in real-time situations when the court knocks the hammer. The company was declared bankrupt because it was unable to adapt to rapid changes.

Likewise public sector organizations. Rapid development that is not accompanied by balanced human resource development will certainly disrupt all the benefits of knowing that you already have. Cannot be implemented. Therefore, this threat requires every employee to have learning motivation and agility in acting in every task and work process.

b. National Laws and Policies are not yet Adaptive

In line with the 'nature' of the high speed of change in the industrial revolution 4.0, laws and regulations must of course balance these dynamics. The rise of online taxis has eroded the role of conventional taxis, making many taxi companies disappointed with the consistency of the Ministry of Transportation. Conventional taxis, whose operating

licenses contribute to regional and central revenues, of course, feel they are being treated unfairly by continuing to operate online taxis. But again, the progress of the times is unavoidable.

Legislation related to HR development must be visionary and pay attention to trends and possible changes in the future. So the required skills for the future must be structured in such way. Based on the results of the SWOT analysis above, it can be summarized the strategies that might appear in table 1 below:

Table 1. SWOT analysis in the strategy for achieving the target of the Ministry of Manpower's HR development

Factors	Content		
<i>Strengths</i>	The growth of the quantity of the millennial generation in the Ministry of Manpower	HRIS applications such as SIAP, Sisnaker, SAPK, and Sifornaker	Leadership support in Bureaucratic Reform
<i>Weakness</i>	There are no clear policies and regulations related to SMART ASN within the Ministry of Manpower	Sectoral ego (silo metaphor) that is still strong between work units	Awareness and learning culture in the organization has not developed
<i>Opportunities</i>	The rise of digitization	The number of offers for HR development cooperation	National policies related to the development of human resources and talents as well as RB
<i>Threats</i>	Technological developments and globalization are going fast	National laws and policies are not yet adaptive	

c. HR Development Strategy

Table 2. Model analysis on the choice of the Ministry of Manpower's HR development strategy

	Strengths (S)	Weakness (W)
	S1: The growth of the quantity of the millennial generation in the Ministry of Manpower S2: HRIS app S3: Leadership support in Bureaucratic Reform	W1: Unclear policies and regulations related to SMART ASN within the Ministry of Manpower W2: Sectoral egos (silos) that are still ongoing between work units W3: Low awareness of competence and learning culture
Opportunities (O)	SO	WO
O1: The rise of digitization O2: The number of offers for HR development cooperation O3: National policies related to the development of human resources and talents as well as RB	SO1: millennials, especially instructors and computer administrators, are encouraged to play a role in digitizing and socializing work SO2: Millennials are encouraged to choose their own interests regarding digital HR development SO3: leaders encourage innovation in public services that are oriented towards achieving the RPJMN	WO1: leaders formulate digital frameworks and flexible work patterns WO2: leadership encourages intensive meetings and discussions as well as quality commitment to strengthen collaboration between work units WO3: Learning organizational culture must be structured to accelerate performance improvement and trust-based collaboration

Threat (T)	ST	WT
T1: Technological developments and globalization are going fast T2: National laws and policies are not yet adaptive	ST1: HR development program policies related to technology are updated regularly ST2: leadership determines and refines HR and talent development policies that are adaptive to the Ministry of Manpower organization	WT1: The learning organization culture is formulated in policy regulations that accommodate the development of mastery of information technology

3.5 Strength-Opportunity (SO) Strategy

a. Millennials and Gen Z are encouraged to Play a Role in Digitizing and Socializing Work

This generation is a generation that grew up in the fast growth of information technology. Also, Gen Z especially is used to working at a faster pace. It is this generation that in the next few years will be the generation that will replace the position of 'young professionals'. Furthermore, Generation Z is committed to innovative amenities, benefits, and management practices. They are always updated with technology, invest in career potential, and have different ways of communicating because of social media (Hernandez, 2020). The use of this strategy tends to have a minimal intervention. The learning and development process tends to be thematic and focuses on completing digital transformation and outreach projects. For example, training and competency development in making digital service platforms like start-ups. Of course, it would be very interesting if users, such as archivists, could monitor (track) documents through a mailing application developed by digital talent.

b. Millennials are encouraged to choose their Own Interests Regarding Digital HR Development

The online learning system is also a phenomenon of organizational learning in the future. Gold (2017) states that the focus is now on peer-to-peer learning, user-generated content. This is much more believable than the more formal and remote instruction in the classroom - which gets very expensive. Learners are now used to sifting through free or inexpensive content and are now less prepared to enroll in formal fixed-time courses rather than study in small, certifiable blocks over time. Although future employees will prefer informal (dialogic learning) and non-formal (dialogic and self-reflective learning) online learning systems over formal/classical (instrumental learning), existing learning content must remain oriented towards organizational goals, and organizational development plans. Because indeed the function of organizational development and HR is a bridge whose areas intersect between Organizational Development, Career Development, and Individual Development for the organization's great achievements (business direction).

c. Leaders Encourage Innovation in Public Services that are Oriented toward Achieving a Medium-Term Development Plan

This strategy is undeniable. Public organizations are mandatory organizations that carry out democratic aspirations and political leaders to achieve the country's major goals. The innovations that are built tend to be digital-based public service innovations (SPBE) and are accompanied by the development of human resources with digital talent. This strategy is combined with other aspects of HR development, namely Friendly Culture and Hospitality to support better public services in accordance with the direction of HR development policies by the Minister of Manpower.

3.6 Weakness-Opportunity (WO) Strategy

a. Leaders Formulate Digital Frameworks and Flexible Work Patterns

The FWM work pattern is a hallmark of the efficiency and agility of today's organizations. The Indonesian government has started by cutting bureaucracy and turning structural work into results-oriented functional ones. Therefore, functional work that emphasizes independence to determine career direction and its own learning system, is in accordance with modern organizations and the characteristics of the current millennial generation and Gen Z. Leaders provide more flexible options—rather than forced assignments—to employees in their competency and career development plans.

b. Leaders Encourage Intensive Meetings and Discussions as Well as Quality Commitments to Strengthen Collaboration between Work Units

The problem of this collaborative process must be faced through intensive discussions and build trust with each other so that the target of HR development is more easily achieved. The researcher views that the Secretariat General and work units that have employees with specific qualifications and competencies for digital mastery (such as Instructor functional officers) spread across various BLKs can start this collaboration process. Collaboration is also carried out with the Center for Employment Information Technology, which has a number of Computer Institution functional officers. Of course, this process involves other work units so that the digital transformation process can be evenly distributed.

c. Learning Organizational Culture Must be Structured to Accelerate Performance Improvement and Trust-Based Collaboration

The FWM work pattern that emphasizes trust can be developed into organizational culture. Mutual trust is the basic capital for work units to overcome obstacles to the collaboration process. According to Huxham (in Ansel and Gash, 2008) collaboration is more dependent on achieving the cycle between communication, trust, commitment, understanding, and the end result. In its development, other relevant values can be consolidated among work units and become the culture of the Ministry of Manpower. Intensive targeted discussion may be required. If it has been formed, the HR development strategy through organizational culture has the potential to be implemented more optimally.

3.7 Strength-Threat (ST) Strategy

a. HR development program policies related to technology are updated regularly.

The era of the industrial revolution 4.0 with the term disruptive era is a condition that requires organizations to always change at a faster pace. So the HR development program policies at the operational level (Pusdiklat and HR Bureau) have more dynamic policies.

b. Leaders Determine and Refine HR and Talent Development Policies that are Adaptive to the Ministry of Manpower Organization

In the digital era, meetings are made more effective and have a clear follow-up plan. If necessary, the meeting materials are communicated through the media, it may even be possible that the leadership's directives have been videoed before the meeting begins. The progress or status of performance and work results must be documented and—most importantly—informed to the team and other stakeholders. It is intended that every employee and stakeholder has the latest and most valid, complete, structured, and easily accessible information. Changes in this aspect may be associated with changes in

individual and organizational performance management. This kind of change certainly demands the development of human resources that have "innovation with digital sensitivity". HRIS must also be developed to support competency development policies that are more transparent, fit-in to user needs, and are fair to employees.

3.8 Weakness-Threat (WT) Strategy

The Learning Organization Culture is Formulated in Policy Regulations that Accommodate the Development of Mastery of Information Technology

This strategy expects a sense-making process in the organization related to an organizational culture that with the rapid change in the environment, the learning organization culture becomes strategic. Learning organizational culture can include knowledge management practices as an element of HR development strategy. Digital logbook documents can also be used for the implementation of knowledge management; case studies on employee experiences in solving problems and daily work processes (optionally) can be shared in the information system and can be useful for learning for other employees in an online community. Replacing old work patterns with new work patterns is an unfreezing-moving-refreezing process in Lewin's concept (Cummings and Worley, 2009). Even if possible, organizations apply the concept of the creating-knowledge company (in Nonaka and Takeuchi, 1995) through employee rotation. New hires have the potential to open up entirely new perspectives, knowledge, and ways on an issue, and those are shared. The new method may even be able to replace the old practice based on the old rules (double-loop learning).

IV. Conclusion

Informants in this study are officials who have the task of designing policy recommendations for leaders in charge of organizational development and human resources of the apparatus. Based on their recommendations, the leadership determines the strategy of an elaborated HR development policy plan that is targeted in 2020-2024. The method used in this study is a qualitative method by distributing online questionnaires to target informants. The researcher formulated the strategy of strength-opportunity (SO), weakness-opportunity (WO), strength-threat (ST), and weakness-threat (WT).

Further suggestions for future research are to determine the most urgent SO, WO, ST, and WT according to the needs of the target. In addition, further research is needed to explore what kind of learning methods are used to improve digital competence and information technology or any policies for post-development career development and training that are able to accommodate digital human resources (digital talent) as part of human resource development man.

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