Analysis of Human Resources Performance in Public Banks in Banten Province Using SWOT Analysis and Balance Scorecard Methods

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ABSTRACT

Research that focuses on the analysis of human resource (HR) performance at Rural Banks (BPR) in Banten Province, using the SWOT analysis method (Strengths, Weaknesses, Opportunities, Threats) and Balance Scorecard. This research was conducted with the aim of assessing HR performance in the context of a bank and identifying the factors that influence this performance. The research methodology uses a qualitative descriptive research method, with data collection through interviews, observation, and documentation. The results of data analysis were processed using Miles and Huberman's steps, including data reduction, data presentation, and drawing conclusions. In terms of HR performance analysis, this study combines the SWOT analysis and Balance Scorecard approaches. From the analysis results, This study identified the internal strengths and weaknesses of Rural Banks in the Province of Banten, as well as external factors of opportunities and threats that affect the company's performance. These factors are evaluated by giving weights and ratings, which are then used to formulate appropriate strategic choices. The final result of the SWOT matrix analysis shows strategic issues that need to be considered by Rural Banks in Banten Province. Several strategic issues include employee discipline, customer service, product development, Bank Indonesia policies, employee growth in accordance with policies, provision of quality products, and improvement of service facilities such as ATMs. Overall,

Keywords: Performance, HR, Bank, SWOT, ScoreCard

INTRODUCTION

Human resource management (HRM) is one area of general management which includes aspects of planning, organizing, implementing, and controlling. This process is in the fields/functions of production, marketing, finance, or personnel. Human resources (HR) is the company's most important asset because of its role as the subject of implementing the company's policies and operational activities. Human resources need to be developed continuously in order to obtain quality human resources in the true sense that the work carried out will produce something that is desired (Srimulyani, 2012: 84).

Rural Banks, commonly abbreviated as Rural Banks, are a type of bank that is known to serve micro, small and medium entrepreneurs with locations that are generally close to where people need it. Rural Banks are basically banks that carry out business activities in providing financial services to the public. Facing increasingly fierce competition in the banking sector, public trust is one of the keys to success that drives company progress (Dhammika, 2014).

According to Law no. 10 of 1998 Article 1 paragraph (2) concerning banking, a bank is a business entity that collects funds from the public in the form of savings and distributes them to the public in the form of credit and or other forms in order to improve the standard of living of the common people. Human resources can determine the level of performance of a bank, because the level of performance is one means of controlling the survival of companies that have human resources with maximum performance. Performance is a very important and interesting part because the benefits are proven to be very important.

In a company, employee performance has a vital role in achieving goals and the survival of the company, because employees are the spearhead of the company. Thus, the role of human resources in a company, especially rural credit banks, is very important because the performance of a company is generally influenced by the performance of its employees. In a company, it is necessary to have human resources who have the quantity and quality of employee work such as neatness, accuracy, and the relevance of results without neglecting the volume of work and the quantity of work produced under normal circumstances which is very influential in a company. Because every company wants neatness, accuracy in every employee's performance.

In the journal Erlina (2011) the research objectives are a) measuring company performance using 4 perspectives: finance, customers, internal business processes and learning / growth which is carried out in an integrated manner; b) provide suggestions regarding alternative strategic planning. According to Junaedi (in Saputra, 2016: 2) "Performance measurement is the process of recording and measuring the achievement of the implementation of activities in the direction of achieving the mission through the results displayed in the form of products, services, or processes". That is, every activity of

the company must be measurable and its relationship to the achievement of the company's future direction stated in the company's mission and vision must be stated.

This performance measurement aims to see the performance of companies, especially banks that have been running so far, to provide information that can be used to evaluate and develop performance. As we know, so far the performance measurement used is a performance measurement that focuses on financial aspects and pays little attention to non-financial aspects of performance. While measuring the performance of the company as a whole.

The process of improving employee performance can run according to the target if the organization knows what strategies need to be implemented. Strategy is defined as decisions and actions to achieve company goals at every level of the organization (Susanto, 2014). To carry out the strategy set by the company, contributions from every workforce in the company are needed. Then to carry out an effective and efficient workforce strategy, it is necessary to optimize the function of the workforce so as to improve the performance of the workforce in the company (Rahmatullah et al., 2015).

The problems that are often faced by BPRs are related to a shortage of Human Resources (HR), lack of funds, competition, and limited work areas. Based on OJK data for 2014, around 17% of rural banks experienced a shortage of human resources which resulted in weak services, making it difficult to compete with commercial banks. The

lack of capital adequacy is caused by the limited functions of BPRs, including not being able to invest capital under the principles of prudent banking and concern, which also makes it difficult for BPRs to recruit appropriate human resources.

But in fact there are several phenomena that occur in Rural Banks in the Banten Province Region, namely: 1) There are still people who are dissatisfied with the services of Rural Banks in the Banten Province Region. 2) The inaccuracy of employees in their work results in frequent accumulation of services so that it is not surprising that customers are waiting for a long time at Rural Banks in Banten Province. 3) The performance of human resources or employees is not good because the compensation provided by the Rural Credit Banks in Banten Province is not in accordance with what the employees expect. 4) The quality of work has decreased due to a lack of accuracy in work so that in terms of customer data recapitulation errors still occur.

These problems are a challenge for BPRs to continue to maintain positive performance in order to take advantage of opportunities to increase the role of BPRs in national development. An analysis to maintain the soundness of an RB, should not only be assessed on developments in financial factors, but qualitative factors such as BPR management and policy aspects must also be balanced.

The method used in this research is SWOT and Balanced Scorecard. SWOT analysis and Balanced Scorecard can provide a strategic balance between financial performance and non-financial

performance. A clear balance between perspectives will make the company more focused on achieving planned targets according to the company's vision and mission (in the journal Setiawannie and Rahmania, 2019).

With this in mind, the author is interested in conducting research related to the problems mentioned above, by taking the title "Analysis of Human Resource Performance at Rural Banks in Banten Province Using SWOT Analysis and Balance Scorecard Methods".

METHODS

The research methodology was conducted at Rural Banks in the Province of Banten during the period October 2020 to December 2020. This research uses a qualitative descriptive research method, which aims to provide a systematic description of scientific information from the subject or research object. Data collection is done through interviews, observation, and documentation.

In data analysis, this study follows the steps of Miles and Huberman, namely:

1. Data Reduction: Collected data is simplified, focused and abstracted to facilitate analysis. This includes summarizing field notes and interview transcripts.
2. Data Display: Reduced data is arranged and organized systematically to allow conclusions to be drawn. Data is presented in a structured form.
3. Conclusion Drawing/Verification: The final step is drawing conclusions from the data that has been processed. This conclusion is

the answer to the formulation of the problem, presented clearly and briefly.

4. In addition, this study also uses the SWOT analysis method (Strengths, Weaknesses, Opportunities, and Threats) and the Balanced Scorecard to measure the performance of human resources. SWOT analysis is used to analyze the internal strengths and weaknesses of Rural Banks in Banten Province as well as the external opportunities and threats they face. The Balanced Scorecard is used to calculate the results of the SWOT questionnaire and understand the internal process and customer perspectives.

This methodology is used to provide a comprehensive picture of the performance of human resources in Rural Banks in Banten Province.

RESULTS
Determine IFAS and EFAS Matrix

The strategic factors of Rural Banks in the Province of Banten that were obtained were then entered in the form of IFAS and EFAS tables before being weighted for each strategic factor of the Rural Banks in the Province of Banten. The giving of internal and external weights is based on the calculation of the rating category value for each strategic factor of Rural Banks in the Banten Province Region, from here it can be seen which one has the greatest influence and the smallest influence on giving an assessment. The function of weighting and rating is to find out the strategic factors of Rural Banks in Banten Province and can have positive and negative impacts. Positive impacts can be strengths and

opportunities, while negative impacts   can be weaknesses and threats.

Table 1. Determination of the IFAS Weight Value of Rural Banks in the Province of Banten

Internal Strategic Factors	Answer Choices				Evaluation	Weight
	A	B	C	D		
Strength						
1. Employee discipline				✓	4	0.16
2. Personal Relations between employees				✓	4	0.16
3. Products of Rural Banks in the Province of Banten				✓	4	0.16
4. Customer service				✓	4	0.16
5. Customer loyalty			✓		3	0.12
Sub-Total					**19**	**0.76**
Weaknesses						
1. There are still people who are not satisfied with the service	✓				1	0.04
2. Less careful employees in work		✓			2	0.08
3. The performance of human resources is not good because the compensation given is not as expected	✓				1	0.04
4. Decreased quality of work due to lack of accuracy of work	✓				1	0.04
5. The quantity of work tends to decrease because employees are less than optimal	✓				1	0.04
Sub-Total					**19**	**0.76**
TOTAL					**25**	**1.00**

Based on Table 1, there are seven factors that are closely related to strength factors, including:

1. The first factor concerns employee discipline, with an assessment of 4 and a weight of 0.16 obtained from the processed calculation.
2. The second factor concerns personal relationships between employees, with a score of 4 and a weight of 0.16 obtained from the processed calculation.
3. The third factor concerns the products of Rural Banks in the Province of Banten, with a rating of 4 and a weight of 0.16 obtained from the calculations that have been processed.
4. The fourth factor is about having customer service, with a score of 4 and a weight of 0.16 obtained from the calculation that has been processed.
5. The fifth factor is customer loyalty, with a rating of 3 and a weight of 0.12 obtained from the

processed calculation.

Based on Table 1, there are also five factors that are closely related to the weaknesses, including:

1. The first factor concerns the existence of people who are dissatisfied with the service, with an assessment of 1 and a weight of 0.04 obtained from the calculation that has been processed.
2. The second factor concerns the inaccuracy of employees at work, with an assessment of 2 and a weight of 0.08 is obtained from the calculation that has been processed.
3. The third factor concerns the poor performance of human resources because the compensation given is not as expected, with an assessment of 1 and a weight of 0.04 obtained from the calculation that has been processed.
4. The fourth factor concerns the decreased quality of work due to lack of work accuracy, with an

assessment of 1 and a weight of 0.04 obtained from the calculation that has been processed.

5. The fifth factor regarding the quantity of work tends to decrease because employees are less than optimal, with an assessment of 1 and a weight of 0.04 obtained from the processed calculation.

Table 2. Determination of the EFAS Weight Value of Rural Banks in Regions Banten Province

External strategic factors		Answer Choices				Evaluation	Weight
		A	B	C	D		
Opportunities							
1.	Community culture in banking			✓		3	0.10
2.	Community activity towards banking				✓	4	0.14
3.	Partnership or Bank partners				✓	4	0.14
4.	Bank Indonesia Policy				✓	4	0.14
Sub-Total						**15**	**0.52**
Threats							
1.	Government policy related to banking				✓	4	0.14
2.	Social politics				✓	4	0.14
3.	Competitor Products		✓			3	0.10
4.	Competitor infrastructure		✓			3	0.10
Sub-Total						**14**	**0.48**
TOTAL						**29**	**1.00**

Table 2, identifies six factors that are closely related to opportunities in the banking sector. The first factor discusses the culture of society in banking, with an assessment of 3 and a weight of 0.10 from the calculations made. The second factor regarding community activity towards banking, is assessed with a score of 4 and has a weight of 0.14. Furthermore, the third factor discusses partnerships or bank partners, with an assessment of 4 and a weight of 0.14. The fourth factor regarding Bank Indonesia policies is also assessed with a score of 4 and has a weight of 0.14. The same table also highlights six factors related to threats in the banking sector. The first factor emphasizes government policies related to banking, with an assessment of 4 and a weight of 0.14. The second factor discusses social and political aspects, assessed with a score of 4 and has a weight of 0.14.

The third factor is discussing competitor products, assessed with a score of 3 and a weight of 0.10. The last factor discusses competitors' facilities and infrastructure, also assessed with a score of 3 and has a weight of 0.10. This analysis provides a comprehensive picture of the factors that can influence opportunities and threats in the banking environment.

SWOT analysis

In this study, SWOT analysis was used to find out what strategy should be implemented by Rural Banks in the Province of Banten in taking advantage of opportunities through an analysis of internal factors and external factors that affect the business of Rural Banks in the Province of Banten. SWOT analysis involves internal factors, namely the strengths and weaknesses of Rural Banks in Banten Province and external factors, namely opportunities

and threats faced by Rural Banks in Banten Province.

Calculation of Weight and Rating

From the results of determining the weight values on the internal and external factors of Rural Banks in the Banten Province Region in table 1 and table 2, the next step is to calculate the weight and rating values.

Table 3. Calculation of IFAS at Rural Banks in Banten Province

	Internal Strategic Factors	Weight	Ratings	Weight X Ratings
1.	Employee discipline	0.16	4	0.64
2.	Personal Relations between employees	0.16	4	0.64
3.	Products of Rural Banks in the Province of Banten	0.16	4	0.64
4.	Customer service	0.16	4	0.64
5.	Customer loyalty	0.12	3	0.36
	Sub-Total	**0.76**		**2.92**
1.	There are still people who are not satisfied with the service	0.04	1	0.04
2.	Less careful employees in work	0.08	2	0.16
3.	The performance of human resources is not good because the compensation given is not as expected	0.04	1	0.04
4.	Decreased quality of work due to lack of accuracy of work	0.04	1	0.04
5.	The quantity of work tends to decrease because employees are less than optimal	0.04	1	0.04
	Sub-Total	**0.34**		**0.32**
	TOTAL	**1.00**		**3,34**

Meanwhile, the calculation of external factors (EFAS) is prepared in the same way as by compiling the internal factor matrix (IFAS), but strengths are replaced with opportunities, while weaknesses are replaced with threats. The results of the EFAS calculation are shown in the following table:

Table 3. Calculation of EFAS at Rural Banks in Banten Province

	Internal Strategic Factors	Weight	Ratings	Weight X Ratings
1.	Community culture in banking	0.10	3	0.30
2.	Community activity towards banking	0.14	4	0.56
3.	Partnership or Bank partners	0.14	4	0.56
4.	Bank Indonesia Policy	0.14	4	0.56
	Sub-Total	**0.52**		**1.98**
1.	Government policy related to banking	0.14	4	0.56
2.	Social politics	0.14	4	0.56
3.	Competitor Products	0.10	3	0.56
4.	Competitor infrastructure	0.10	3	0.30
	Sub-Total	**0.42**		**1.72**
	TOTAL	**1.00**		**3.70**

Based on table 2, above, the strength factors have a score of 2.92, while the weaknesses have a score of 3.24. It means that Rural Banks in Banten Province have higher strengths than weaknesses in determining strategies to increase family income.

Furthermore, in table 3, above, opportunity factors have a score of 1.98 and threat factors have a score of 1.72. The score indicates that efforts to determine the competitive strategy of Rural Banks in the Province of Banten have considerable opportunities compared to the threats that will arise.

From this series of scores, a table of IFAS and EFAS Score Recapitulation can be compiled as

follows:

Table 4. Summary of IFAS and EFAS Scores

Internal Score	External Score	Strategy Options
S > W (+) 2.92 > 0.32 (+)	O > T (+) 1.98 > 1.72 (+)	*growth*
S < W (-)	O < T (-)	*Survival*
S > W (+)	O < T (-)	*Diversification*
S > W (-)	O > T (+)	*Stability*

To determine a more specific strategy choice, the value obtained is entered into the strategy choice diagram, because the results from table 4.5 show that the existing score leads to a choice of growth strategy, then determines a more specific growth strategy. Based on the score which shows that Strengths are greater than Opportunities.

Strategy Formulation

Based on the identification results of the internal and external environment, strengths, weaknesses, opportunities and threats for Rural Banks in Banten Province can be identified. In this study, SWOT analysis can be used to find out what strategy should be implemented by Rural Banks in the Province of Banten in taking advantage of opportunities through an analysis of internal and external factors that affect the business of Rural Banks in the Province of Banten.

Based on the SWOT matrix table according to Rangkuti (2011), the results of the SWOT analysis of the strategy of Rural Banks in Banten Province in increasing family income are obtained.

After conducting an analysis using the SWOT matrix analysis, strategic issues are obtained from a combination of internal and external factors from Rural Banks in Banten Province. These strategic issues are

conditions that must be considered in the future as a step to measure the performance of human resources in people's credit banks in the Province of Banten. The strategic issues found from the results of the analysis with the SWOT matrix are as follows:

a. Discipline of employees, where in the Rural Banks in the Province of Banten. this discipline is a culture that has existed since ancient times, so it is necessary to improve employee discipline in a culture of tolerance by carrying out job descriptions in accordance with predetermined SOPs.

b. One of the efforts to increase service satisfaction to the community, is by having personal relationships between employees to the community where the behavior of employees is friendly, providing mutual assistance and receiving complaints and increasing cooperation with new merchants. So that this strategy will provide more benefits to each other and can boost the Brand Image of BPR Banks as one of the banks that has services by providing convenience for customers in carrying out banking transactions.

c. To achieve sustainable performance growth in the midst of competition, the existence of fellow employees to build banking BPR Bank continues to strive to

improve its service network accompanied by product development with innovation and variety by offering superior products in providing convenience for customers in carrying out banking transactions according to market needs.

d. Employees of Rural Banks in the Province of Banten must meet the policy requirements set by Bank Indonesia in the recruitment and selection of employees, therefore it is necessary to apply knowledge and understanding to employees.

e. Rural Banks in the Province of Banten have employee discipline as the responsibility for implementing the vision and mission to provide high dividends and contributions to BPR Banks.

f. As the key to winning business competition between competing banking industries, Rural Banks in Banten Province always provide quality banking products to increase customers.

g. The waiting room facilities for Rural Banks in Banten Province have not provided satisfaction with customer service waiting in line, but are sufficient for customers making credit transactions because employees do their jobs quickly. Therefore, in order to make it easier for customers to gain access to transactions, BPR Banks plan to provide ATM facilities in strategic locations to increase public satisfaction for safe and comfortable transactions. People don't get tired of queuing for hours at commercial banks because they are treated to television shows and various reading materials. Therefore, with the capital and

assets they have, BPRs can add several office facilities so that people feel more comfortable and trust BPRs.

h. Employees of Rural Banks in Banten Province have a tendency to decrease in work quantity, but have a social, political strategy in the work environment that evaluates high understanding and knowledge in providing information on all types of products offered by banks to customers and to attract new prospective customers then this promotion also influences to improve the Bank's image in the eyes of customers.

Description of Data Results of Focus Group Discussion (FGD)

The results of the Focus Group Discussion (FGD) presented describe a strategic analysis related to efforts to optimize family income through identifying key issues. In this FGD, participants from various parties, including the leadership of the Bank, employees and customers of Rural Banks in the Province of Banten, shared their views and experiences regarding the performance of human resources, development opportunities within the bank, customer satisfaction, and the bank's efforts to improve services. .

The discussion underlined the importance of maintaining a balance between employee effort, target achievement, and performance improvement. Strategies to improve performance include focusing on communication and collaboration while maintaining existing target levels. Employee development opportunities, such as promotions and

further education, are considered as important steps to improve performance.

In the context of customer satisfaction, the importance of professionalism and ethical behavior of bank employees is clearly revealed. Adequate facilities and resources are important factors in providing quality services to customers. Discussion participants stressed the need for continuous development, including employee skills and technology infrastructure, to remain competitive in the market.

This FGD clearly aims to gather insights from various perspectives to improve the performance of human resources, customer satisfaction, and banking services as a whole

Comprehensive Balanced Scorecard Framework

The Balanced Scorecard framework implemented at Rural Banks in Banten Province has four main interrelated perspectives: a financial perspective, a customer perspective, an internal process perspective, and a learning/growth perspective. This allows companies to design comprehensive and integrated strategies. Each perspective has strategic objectives to be achieved and strategic measures consisting of lag indicators (outcome measures) and lead indicators (performance trigger measures). This framework also describes the correlations between the indicators in each perspective and the use of a strategy map to visualize the relationship.

1. **Financial Perspective**: As the estuary of all perspectives, it measures the financial impact of a company's actions and decisions.

The strategic objectives include increasing the use of assets and investment, increasing profitability and income, as well as increasing cost efficiency. The target results of this strategy will contribute to improving the company's financial performance.

2. **Customer Perspective**: Focusing on customers and market share, with the aim of increasing customer trust and satisfaction. Strategic objectives include increasing customer retention and acquisition, increasing customer satisfaction, and improving service quality. Indicators in this perspective help companies understand and respond to customer needs and wants.

3. **Internal Process Perspective**: Identify and improve the company's internal business processes to achieve high efficiency and productivity. The strategic objectives involve improving response time, effectiveness of program cycles, and improving product/service quality. Focus on effective internal processes helps create quality products/services that support company goals.

4. **Learning/Growth Perspective**: Emphasize human resource development, innovation, and organizational learning. The goals of the strategy include increasing employee productivity and their satisfaction. Initiatives in this perspective include training, coaching employees, and efforts to increase their abilities and motivation.

CONCLUSSION

Based on the results of the analysis and discussion that has been carried out, it can be concluded that this research provides comprehensive insight into the measurement of the performance of Human Resources at Rural Banks in Banten Province through the Balanced Scorecard approach. Measurement results from various perspectives such as finance, customers, internal business processes, and learning/growth provide a clear picture of the bank's performance in different aspects. It was found that there has been significant progress from a financial perspective, with improvements in asset utilization, revenue and cost efficiency. On the other hand, the customer perspective shows an increase in customer trust and satisfaction, although there is still room to improve service quality. From an internal business process perspective, there are efforts to improve response time and program effectiveness, but product quality still needs attention. The learning and growth perspective points to the need for increased productivity and employee satisfaction. Based on these findings, a number of strategic alternatives have been identified, including increasing employee discipline, developing superior products, and increasing interaction with customers. This conclusion provides valuable insights for Rural Banks in Banten Province to continue to optimize performance and respond effectively to customer needs and market developments. Based on these findings, a number of strategic alternatives have been identified, including increasing employee discipline, developing superior products, and increasing interaction with customers. This conclusion provides valuable insights for Rural Banks in Banten Province to continue to optimize performance and respond effectively to customer needs and market developments. Based on these findings, a number of strategic alternatives have been identified, including increasing employee discipline, developing superior products, and increasing interaction with customers. This conclusion provides valuable insights for Rural Banks in Banten Province to continue to optimize performance and respond effectively to customer needs and market developments.

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