

Development of Human Resources Apparatus at the Personnel and Human Resources Development Agency (BKPSDM) of East Bolaang Mongondow Regency

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Abstract

This research aims to find out what efforts have been made in the Development of Human Resources of the Apparatus as well as obstacles that become obstacles in the implementation of Human Resources Development of the Apparatus at the Personnel and Human Resources Development Agency. This research uses descriptive qualitative methods, aimed at describing and describing existing phenomena, both natural and human engineering, which pay more attention to the characteristics, quality and interrelationships between activities. Collection techniques were carried out through observation, interviews and document review. Then the data is analyzed using data analysis steps carried out by reducing research data, displaying data, drawing conclusions and triangulating research data. The focus of this research is the implementation of apparatus human resource development, namely the implementation of technical education and training and the implementation of structural managerial education and training at the Staffing Agency and Human Resources Development of East Bolaang Mongondow Regency. Based on the results of the research conducted, it is concluded that the implementation of human resource development of the apparatus, namely the implementation of technical education and training and managerial structural education and training at the Staffing and Human Resources Development Agency (BKPSDM) of East Bolaang Mongondow Regency is not optimal with several obstacles.

Abstract

Penelitian ini bertujuan untuk mengetahui upaya apa saja yang telah dilakukan dalam Pengembangan Sumber Daya Manusia Aparatur serta hambatan yang menjadi kendala dalam pelaksanaan Pengembangan Sumber Daya Manusia Aparatur pada Badan Kepegawaian dan Pengembangan Sumber Daya Manusia. Penelitian ini menggunakan metode kualitatif deskriptif, ditujukan untuk mendeskripsikan dan menggambarkan fenomena-fenomena yang ada, baik bersifat alamiah maupun rekayasa manusia, yang lebih memperhatikan mengenai karakteristik, kualitas dan keterkaitan antar kegiatan. Teknik pengumpulan dilakukan melalui pengamatan, wawancara dan telaah dokumen. Kemudian data tersebut dianalisis menggunakan langkah-langkah analisis data yang dilakukan dengan mereduksi data penelitian, mendisplay data, menarik kesimpulan dan triangulasi data penelitian. Fokus dari penelitian ini yakni pelaksanaan pengembangan sumber daya manusia aparatur yaitu pelaksanaan pendidikan dan pelatihan Teknis serta pelaksanaan pendidikan dan pelatihan structural managerial pada Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kabupaten Bolaang Mongondow Timur. Berdasarkan hasil penelitian yang dilakukan, maka disimpulkan bahwa pelaksanaan pengembangan sumber daya manusia aparatur yaitu pelaksanaan pendidikan dan pelatihan teknis serta pendidikan dan pelatihan structural managerial pada Badan kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM) Kabupaten Bolaang Mongondow Timur belum optimal dengan beberapa hambatan dalam pelaksanaannya.

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1. INTRODUCTION

In its development, Human Resources (HR) has become an important factor that determines the success of organizations and state administration. Abundant natural resources but not balanced with human resource capacity mean that they are not the main factor determining a country's success. This can be proven by the fact of the success of government administration in developed countries such as Japan, Singapore and America. The natural resources of these countries are not abundant enough compared to developing countries such as Malaysia and Indonesia. This country's excellence in managing and

developing human resources has led them to become one of the countries with leading development and technological developments and holding the global market. This once again proves how important it is to prepare quality human resources amidst the demands of a country's current growth and development.

Law Number 20 of 2023 concerning State Civil Apparatus states that State Civil Apparatus must have good competence in carrying out their duties in both central government and regional government. In article 21 paragraph 2 (two) Letter d of Law Number 20 of 2023 concerning ASN, the components of appreciation and recognition for State Civil Servants consist of income, motivational awards, allowances and facilities, social security, work environment, personal development and assistance of law, then in paragraph 8 (eight) Self-development as referred to in paragraph (2), namely talent and career development and/or competency development. Furthermore, article 49 paragraph 1 (one) states that every ASN employee is obliged to develop competence through continuous learning continuously to remain relevant to organizational demands. Thus, based on Article 4 of the State Administration Institution Regulation Number 5 of 2018 concerning Competency Development for State Civil Service Employees, every civil servant has the same rights and opportunities to participate in Competency Development as intended in Article 3 (three) letter a by taking into account the results of the performance assessment and civil servant competency assessment concerned

The development of human resources in the apparatus is a pattern of mutually beneficial relationships between the organization and employees, therefore, there must be equal relevance between the desires of employees and the goals of the organization. It must be able to pay attention to the needs of its employees, including the suitability between their areas of work and their level of ability. However, the implementation of human resource development for the apparatus in the East Bolaang Mongondow Regency Government has not run optimally, this can be seen from the data as in the following picture:

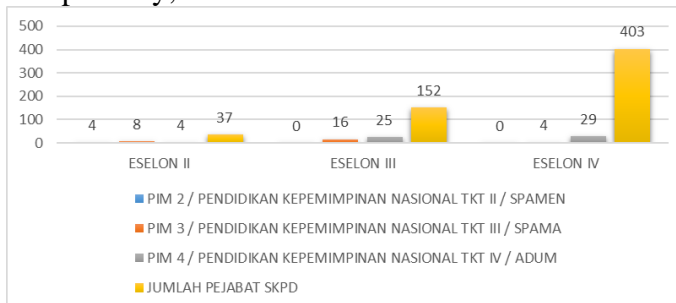
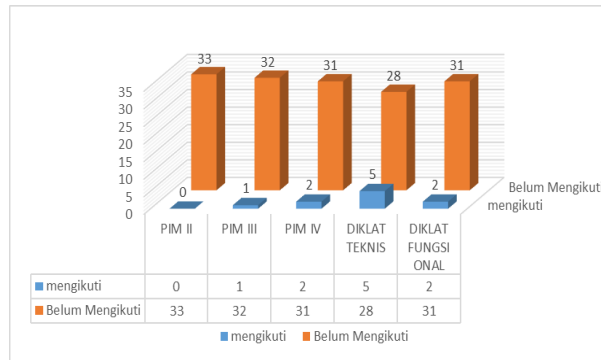


Table 1: Conditions of Official Participation in Structural Leveling Training

The East Bolaang Mongondow Regency Personnel and Human Resources Development Agency (BKPSDM) is the regional apparatus implementing the field of Personnel, Education and Training as stated in Regional Regulation Number 5 of 2017 concerning Amendments to Regional Regulation Number 10 of 2016 concerning the Formation and Composition of Regional Apparatus of Bolaang Regency East Mongondow. In connection with the research to be carried out, researchers have made direct observations at the Human Resources Development Agency, East Bolaang Mongondow Regency, North Sulawesi Province.



Based on the level of development of human resources for the apparatus or participation in both Technical, Structural and Functional Training, it can be seen that the development of human resources for the apparatus at the Personnel and Human Resources Development Agency of East Bolaang Mongondow Regency is very poor, with many employees still not taking part in Structural Education and Training. /Managerial which then becomes one of the recommended requirements for occupying a position, whether in a high level pratama, administrator or supervisory position.

The low participation of ASN in the implementation of training is a problem in developing human resources for the apparatus in the Personnel and Human Resources Development Agency of East Bolaang Mongondow Regency. This research aims to find out what efforts have been made by the Personnel and Human Resources Development Agency of East Bolaang Mongondow Regency. as well as any obstacles that become obstacles in implementing human resource development, namely technical education and training and structural education and training at the Personnel and Human Resources Development Agency of East Bolaang Mongondow Regency.

2. METHOD

The research method used in research on Human Resources Development of Apparatus at the office of the Personnel and Human Resources Development Agency is descriptive qualitative, with a research focus on the implementation of human resource development of apparatus, namely training of technical and structural training, Bogdan and Taylor (1975:5) define "Qualitative methods as research procedures that produce descriptive data in the form of written or spoken words from people and observed behavior". The data collection techniques in this research are observation, interviews and documentation.

This research uses a qualitative approach, namely research strategies and techniques used to understand society, problems or symptoms in society by collecting as many in-depth facts as possible narrative description of this research is field research, using qualitative analysis. Therefore, the data collected in this research is information in the form of statements and not in the form of numbers.

Qualitative analysis is considered more appropriate in this research, because it is hoped that this analysis will make it possible to develop this research so that it can gain an in-depth understanding. In accordance with its aim, qualitative research is aimed at understanding social phenomena from the participant's point of view or perspective.

Apart from that, researchers use data collection procedures through observation, which is a technique or method carried out by observing ongoing activities (Sugiono: 2006). Therefore, it is necessary to carry out in-depth observations of these activities. Before making observations, the author first designed a research instrument regarding observation

guidelines so that the author could carry out observations in a planned and systematic manner.

3. RESULTS AND DISCUSSION

Realization of Budget for Implementation of Human Resources Development for Apparatus

In the implementation of technical and structural education and training activities as stated in the data on the realization of the activities of the East Bolaang Mongondow Regency Human Resources Development Agency, it can be seen that the budgeting for education and training has been planned and implemented although it is still not optimal. After conducting in-depth interviews, facts can be found. that the Personnel and Human Resources Development Agency has planned education and training activities in accordance with the existing training needs analysis by prioritizing education and training activities which are the main priority and are mandatory by law in their implementation so that educational activities and technical and structural training become implementation is not optimal.

In data findings and interviews, it was found that structural education and training activities were carried out several times, such as Structural Leadership Supervisory education and training which was carried out in 2017 and Administrator Leadership Training which was carried out in 2016, several activities carried out technical education and training including mental revolution education and training. , education and training on goods and services, as well as several technical education and training cooperation patterns with accredited technical education and training providers.

It should be as mandated in Law number 20 of 2023 concerning ASN that every apparatus must have good competence in carrying out their duties and every ASN obtains rights and recognition consisting of income, motivational awards, allowances and facilities, self-development, and social security. Furthermore, in Government Regulation Number 17 of 2020 concerning amendments to Government Regulation Number 11 of 2017 concerning ASN management, it is stated that every ASN has the same right and opportunity to be involved in competency development and competency development which is meant to be carried out for at least 20 (twenty) hours of lessons a year. . This should be the basis for the implementation of planning and implementation of existing education and training, but from the research findings above it can be seen that the implementation of education and training for ASN in BKPSDM has not been fulfilled, this occurs due to budgeting constraints which are the main indicator that the implementation of resource development has not been optimal for human resources of the apparatus.

The implementation of education and training is not optimal because the budget focus is still large on education and structural formation training, namely basic training for prospective civil servants. We can see this in the realization of activities in 2019 where almost the entire human resource development budget was budgeted for the activities in question, this because there are regulations that require the implementation of basic CPNS training to be carried out within the ASN probationary period, namely 1 (one) year after being appointed as a CPNS.

From the data referred to, the Agency for Personnel and Human Resources Development should be more varied in planning activities and development of human resources for the apparatus and should not be dependent on total state funding for every implementation of educational and training activities, both technical and structural, but more collaborative in its implementation by expanding cooperation in implementing education and training so that we can continue to develop the human resources of existing apparatus whether or not the activities are supported by the existing budget from the regional government.

Cooperation in Implementing Human Resources Development for Apparatus

Cooperation in the implementation of human resource development activities for the apparatus at the Personnel and Human Resource Development Agency of Bolaang Mongondow Regency, East Timor is a pattern of cooperation in the implementation of education and training organized by accredited education and training institutions, such as:

State Administration Institute of the Republic of Indonesia

On several occasions the East Bolaang Mongondow district government coordinated and sent participants to National Kindergarten leadership training. II and later its implementation will be carried out by educational institutions accredited by LAN RI such as BPSDM Ministry of Home Affairs, BPSDM Ministry of PUPR and BPSDM North Sulawesi Province, and on several occasions also coordinating with plans to request implementation of education and technical training in Policy Analysis organized by Deputy Policy analyst for LAN RI. The following are several activities carried out jointly with LAN RI and BKPSDM East Bolaang Mongondow Regency:

Human Resources Development Agency, Ministry of Home Affairs of the Republic of Indonesia.

BPSDM Ministry of Home Affairs is one of the training institutions that collaborates the most with the East Bolaang Mongondow Regency Government, starting from the implementation of education and training for regional heads, structural education and training, as well as other technical education organized by BPSDM Ministry of Home Affairs, implementation of education and training organized by Much of the Ministry of Home Affairs' BPSDM is carried out in a sharing or pure rupiah pattern with the understanding that the costs of implementing the activities are budgeted by the Ministry of Home Affairs' BPSDM with participants from regional governments, which is directly one of the regional government's strategies in increasing the competence of the apparatus in the midst of insufficient budget support for activities for development of human resources apparatus.

Ministry of Public Works Human Resources Development Agency.

The Human Resources Development Agency of the Ministry of Public Works as a technical agency in the field of HR development in the Ministry of Public Works has collaborated on education and training with BKPSDM East Bolaang Mongondow District through the State Administration Institute of the Republic of Indonesia, namely the implementation or sending of participants in National Kindergarten Leadership education and training. II which will be held by BPSDM Ministry of Public Works in 2023 with education and training participants on behalf of (Haris Sumanta, ST), in the implementation of national leadership education and training for Kindergarten. II, the funding was borne by the DIPA of the Ministry of Public Works with participants coming from several existing agencies including the East Bolaang Mongondow Regency Government.

Ministry of Communication and Information Human Resources Development and Research Agency.

The Center for Human Resources Development and Communication and Informatics Research (BPSDMP-Kominfo) Manado as the UPT of the Human Resources Research and Development Agency of the Ministry of Communication and Informatics (KEMKOMINFO RI) which has the main task and function of carrying out HR Development in the ICT sector.

The collaboration that was built with BPSDM Kominfo was established in the last few years, namely in 2023, following up on a letter from BPSDM Kominfo Number: B-441/BPSDMP.71/LT.02.02/10/2023 regarding: invitation to a meeting on mapping regional government training needs and letter number: 429/BPSDMP.71/KP/03.03/12/2022 regarding the socialization of the Digital Talent Scholarship (DTS) training program which has been followed up by the regional government through letter number: 005/Setda-Kab/1945/XII/2022 regarding notification, which explains that the government The East Bolaang Mongondow Regency area is willing to facilitate and support the training activities in question.

LKPP Republic of Indonesia.

The government of the Republic of Indonesia's goods and services policy institute (LKPP RI) is an accredited institution for providing technical education and training as well as certification for the procurement of goods and services within the Government of the Republic of Indonesia. Through a letter from LKPP RI Number: 3351/pusdiklat/03/2019 regarding facilitation of training in procurement of goods and services, BKPSDM East Bolaang Mongondow Regency collaborates with LKPP using a cooperation pattern method based on funding from the Regional Government of East Bolaang Mongondow Regency and experts from LKPP RI, this activity, which was attended by 40 participants, was carried out over 6 days of classical learning and 1 day of CAT-based exams with the results of 10 people being declared to have met the requirements to be able to carry out certification for the procurement of goods and services.

North Sulawesi Province Human Resources Development Agency.

The regional human resources development agency of North Sulawesi Province every year becomes a working partner of the Personnel and Human Resources Development Agency of East Bolaang Mongondow Regency, starting with the implementation of structural education, namely sending participants to National Kindergarten leadership education. II, Administrator leadership education, Supervisory Leadership education to the implementation of basic education and training for prospective regional civil servants as well as some technical education and training. In addition to implementing cooperation in the form of cooperation patterns and sharing participants with BPSDMD, North Sulawesi Province is also the agency issuing principal permits for the implementation of technical and structural education and training which will be planned for implementation by the East Bolaang Mongondow district government.

Gorontalo Province Human Resources Development Agency

The collaboration between the East Bolaang Mongondow Regency BKPSDM and the Gorontalo Province BPSDMD was established through coordination related to the readiness of the Gorontalo provincial government in including prospective training participants from the East Bolaang Mongondow Regency government, but in recent years the activities carried out include education and technical training as well as education. and structural training in accordance with the training calendar planned by the Gorontalo Province BPSDMD has not been able to be followed by the East Bolaang Mongondow Regency regional government, apart from the unavailability of the budget related to the planned activities as well as other activities which are held the same as the activities organized by the Sulawesi Province BPSDMD The North is normatively a priority for cooperation between the East Bolaang Mongondow Regency government and other accredited training institutions in the North Sulawesi Province region.

Barriers to Implementing Human Resources Development for Apparatus

- a. Lack of facilities and infrastructure to support the implementation of education and training. Lack of facilities and infrastructure is the most basic problem in the implementation of human resource development for the apparatus, both technical and structural training in the Human Resources and Personnel Agency, the implementation of classical education and training, both technical and structural training, causes implementation to be hampered due to not The availability of training rooms or classes at BKPSDM means that you have to borrow and rent facilities and infrastructure from outside, resulting in an increase in the budget burden that needs to be allocated in planning the implementation of education and training, as with non-classical education and training in the form of e-learning, which is hampered by internet networks existing ones make implementation less than optimal.
- b. Lack of budget alignment in the implementation of education and training for the development of human resource personnel.
Furthermore, another main problem which is an obstacle to the implementation of human resource development for the apparatus is budget alignment which is still not optimal in the implementation of ASN education and training, ASN Law Number 20 of 2023 concerning ASN with its previous derivative, namely Government Regulation Number 17 of 2020 which explains that Every ASN has the right to take part in Competency Development for at least 20 hours of lessons in one year and government regulation Number 84 of 2022 concerning the preparation of Regional Revenue and Expenditure Budgets which explains that the budget for human resource development activities is a minimum of 0.16% of the Regency APBD budget ceiling. , from the existing data it has not been fulfilled and its implementation has not been optimal, it can be seen from the budget planning that the planning for existing education and training activities has not been fulfilled.
- c. The lack of motivation for ASNs in participating in education and training is one of the obstacles in implementing education and training. ASNs who are in the technical field of activities who should always update their knowledge in technical education often do not want to take part in activities for several reasons related to the place and duration of implementation, as previously explained. According to Jahari & Sutikno (2008:7), the objectives of Human Resources management are as follows: One of the main reasons for establishing an organization is to achieve goals. Efforts to achieve these goals are carried out through the implementation of various tasks. These various tasks are of course different, and these tasks must be carried out effectively and efficiently to help the organization achieve its goals. In order to be effective and efficient, these tasks must be carried out by the right person or executor, who has the ability according to the workload that must be carried out, so that the executors have high drive or motivation to carry them out. Apart from being influenced by suitability to abilities, it must also be in accordance with the rewards received, and there are no serious obstacles in carrying out work, etc.". This indicates that ASN still have low awareness in developing themselves, although not all ASN do not want to take part in the self-development activities in question.
- d. Furthermore, there is a government policy related to Refocusing the Budget regarding the outbreak of the Covid-19 virus, in accordance with the provisions of the Joint Decree of the Minister of Home Affairs and the Minister of Finance Number 119/2813/SJ Number 177/KMK.07/2020 concerning the Acceleration of Adjustment of the 2020 APBD in the Context Handling Corona Virus Disease 2019 (Covid-19), as well as Securing Public Purchasing Power and the National Economy and Minister of Finance Regulation Number 35/PMK.07/2020 concerning Management of Transfers to Regions and Village Funds for the 2020 Fiscal Year in the Context of Handling the 2019 Corona Virus Disease Pandemic (Covid-19) and/or Facing Threats that Endanger the National Economy instructs Regional

Governments to adjust PAD Revenues by adjusting Potential Regional Taxes and Regional Levies as a result of the decline in economic activity.

4. CONCLUSION

Based on data analysis and findings in the field, it can be concluded that:

1. The implementation of human resource development for the apparatus, namely Technical and Structural education and training at the Personnel and Human Resources Development Agency of East Bolaang Mongondow Regency, has had activities planned but the implementation is not optimal in accordance with the Training Needs Analysis which is the basis for planning the implementation of education and training.
2. Several factors become obstacles to the implementation of human resource development for personnel at the Civil Service and Human Resources Development Agency, namely:
 - a. Lack of supporting facilities and infrastructure for the implementation of education and training, namely buildings (classrooms) and other supporting facilities are still limited.
 - b. Lack of budget alignment in the implementation of human resource development for the apparatus.
 - c. Lack of motivation for ASN in participating in the development of human resources for the apparatus.
 - d. There is a government policy related to refocusing the budget due to the Covid-19 outbreak in 2021-2022 so that human resource development activities for personnel at the East Bolaang Mongondow Regency personnel and human resource development agency cannot be carried out.

5. ACKNOWLEDGEMENTS

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