

# STRATEGY OF PERFORMANCE-BASED HUMAN RESOURCES DEVELOPMENT IN CIVIL APPARATUS OF THE LOCAL GOVERNMENT OF CENTRAL SULAWESI PROVINCE

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## Abstract

The purpose of this study was to determine and analyze the efforts implemented by regional apparatus in developing performance-based human resources that can be applied to ASN of the Central Sulawesi Provincial Government and to analyze the factors that inhibit the strategy of developing performance-based human resources that can be applied to ASN of the Central Sulawesi Provincial Government. This study was conducted for 3 months. Research method. The research method uses qualitative descriptive through a survey approach. The study was conducted in three regional apparatuses with the lowest public satisfaction index values of the Central Sulawesi provincial government in 2023, namely the Regional Disaster Management Agency (BPBD), the Civil Service Police Unit (Satpol PP) and the Development Administration Bureau. The data collection method was carried out by means of interviews, observations and documentation with informants who were the sources in this study. The data analysis technique used in this study was by using the assistance of the NVivo program. The results of the study showed that the results of the study showed that efforts to develop human resources based on ASN performance were carried out in two ways, namely formal and informal methods. Factors that hinder the implementation of human resource development based on ASN performance are costs or budgets, limited human resources such as lack of interest and enthusiasm for participating in training and inadequate equipment.

**Keywords:** Human Resource Development Strategy

## INTRODUCTION

Human Resources (HR) are simply people who work and function as assets of an organization or company that can be counted in number and human resources are the potential that is the driving force of the organization/company (Martins & Sudarmo, 2023).

Human resource capacity development is basically related to the provision of trained workers to improve the skills and knowledge needed by HR to obtain greater capabilities through the development of productive capabilities. This means that the apparatus involved in planning plays an important role in achieving the performance of public sector organizations in addition to the influence of a number of other technical variables.

Based on the results of the coordination facilitation meeting between the Regional Secretary of Central Sulawesi Province and the Indonesian Ombudsman representative for Central Sulawesi on September 20, 2023, in 2023, there were 5 reports from the Central Sulawesi community that were submitted directly to the Central Sulawesi Indonesian Ombudsman starting from the complicated service process, slow service delivery so that there is no clarity regarding the completion time of the service, and the attitude of the State

Civil Apparatus (ASN) who are less responsive, less informative, and less competent in providing services to the community.

This is important for employees, especially ASN, to be able to have the ability and expertise to carry out their duties and responsibilities effectively and efficiently (Ariani, 2022). Therefore, the government through all its regional apparatus can implement various programs and activities aimed at developing the quality of ASN so that they can improve performance in their respective fields.

This is in line with what was conveyed by the Minister of PANRB Azwar Anas in the Policy Brief Seminar for the National Leadership Training Level I Batch LIV at the LAN Office, Jakarta, 2022 "Currently, the government can no longer use old and ordinary methods to deal with new conditions, so there needs to be a breakthrough, adaptation and continuous innovation in developing ASN competencies. To face the demands of duties as civil servants and the community, especially to provide maximum service with the aim that the community can get satisfaction from the services provided, ASN development is a must".

Human resource development for employees is a systematic learning and training process to improve their competence and performance in their current jobs and prepare themselves for future roles and responsibilities. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out according to the responsibilities given which are influenced by ability factors and motivation factors (Mangkunegara, 2018). This is in line with the results of Safitri (2022) which shows that education, training and development affect the quality of government human resources which then affect the performance of government agencies which is manifested through the quality of service to the community. The higher the quality of service, the higher the public satisfaction.

With the issuance of the Regulation of the Minister of State Apparatus Empowerment and RB (PERMENPANRB) of the Republic of Indonesia number 14 of 2017 concerning guidelines for compiling SKM, it becomes material for assessing service elements that still need improvement and becomes a driver for every ASN in regional apparatus to be able to improve the quality of service provided and restore public trust. There are 9 elements (u) of service assessment in SKM, namely (u1) suitability of requirements, (u2) service procedures, (u3) speed of service, (u4) suitability/reasonableness of costs, (u5) suitability of service, (u6) officer competence, (u7) officer behavior services, (u8) complaint handling and (u9) quality of facilities and infrastructure.

## **THEORETICAL BASIS**

### **Strategy**

Strategy is a process of determining top management plans that focus on the long-term goals of an organization accompanied by the preparation of methods or efforts on how to achieve goals. Strategy will maximize competitive advantage and minimize competitive limitations. According to KBBI (2021), strategy is a careful plan in an activity to achieve specific goals. Strategy comes from the Greek word *strategos*, a combination of the words *stratos* meaning army and *ego* meaning leader.

Strategy is used as an action to adjust or react to situations that occur in a particular environment. These actions are carried out consciously based on reasonable considerations (Budiono, 2019) In line with the previous opinion, Sanusi (2021) stated that strategy is a plan that has been planned by an organization precisely and carefully to achieve organizational goals in the long term. So it can be concluded that strategy is a plan that has been planned by an organization/organization precisely and carefully using skills and resources to achieve the intended goals or targets through effective relationships that are adjusted to the

situation that occurs in a particular environment and are carried out consciously based on mature considerations for a long period of time.

### **ASN Human Resources Development**

Development refers to learning opportunities designed to help improve the quality of workers (Gomes in Riska, 2019). Human Resources Development (HRD) is an effective way to deal with several challenges faced by many large organizations. These challenges include employee finances, socio-technical changes and workforce turnover. The ability to overcome these challenges is a determining factor in the success of the personnel department in maintaining effective human resources (Handoko in Krisdianto & Nurhajati, 2017). In fact, HR development for an employee/staff will require knowledge, expertise, skills and abilities that develop in order to work well in the succession of positions held during his career. Thus, human resources are an important factor in the sustainability of an organization in achieving organizational goals. Thus, the human resources referred to in this study are state civil servants in the Central Sulawesi provincial government.

### **HR development strategy**

Sudarmanto in (Martins & Sudarmo, 2023) stated that development is a learning opportunity designed to help employees develop. From the definition above, it can be concluded that development is something that is conceptual, technical, and theoretical and is carried out based on organized and systematic procedures.

Human resource development strategy is a long-term plan or future plan as an effort to prepare employees to be able to move and play a role in the organization in accordance with the development and changes of an organization (Soelton et al., 2021). HR development strategy can be defined as a way or plan made by an organization to face challenges related to human resources by making changes and improvements to the results of HR work so that they are more optimal and skilled in carrying out the tasks given so that organizational goals can be achieved as well as possible.

### **Employee performance**

The term performance comes from Job Performance or Actual Performance which is also called employee work achievement. Performance is the work result achieved by a person or group of people in an organization both quantitatively and qualitatively in accordance with the duties and responsibilities and authority of each in an effort to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics (Nugroho, 2022).

## **METHOD**

This study uses a qualitative descriptive research design. Satori & Komariah, (2011) stated that qualitative research is conducted because researchers want to explore descriptive phenomena such as the process of a work step, recipe formulas, understandings of various concepts, characteristics of goods and services, and so on. Qualitative methods are a collection of methods to analyze and understand more deeply the meaning of several individuals or groups considered as humanitarian problems or social problems (Creswell, 2015).

In this study, the researcher used a qualitative research method to obtain information about what efforts were implemented by regional apparatus for ASN development towards ASN performance in the Central Sulawesi Provincial Government in depth and comprehensively. In addition, with a qualitative approach, it is expected to reveal phenomena in a subject as well as situations and problems that want to be studied in depth.

The subjects in this study were regional apparatus with the lowest public satisfaction index value in the Central Sulawesi Provincial Government in 2023, namely the Regional Disaster Management Agency (BPBD), the Civil Service Police Unit (Satpol

PP) and the Development Administration Bureau. The data collection method was carried out by means of interviews, observations and documentation with informants who were the sources in this study. The data analysis technique used in this study was by using the assistance of the NVivo program.

## **RESULTS and DISCUSSION**

### **Improving Formal and Informal Apparatus Development**

The aspect of improving formal and informal apparatus development is an effort to assess the extent to which the local government has developed its apparatus both formally and informally, namely routinely sending ASN to attend education, seminars, technical guidance, training related to employee duties, and conducting MoUs/cooperation with universities, both private and state, in advanced study programs.

#### **Civil Service Police Unit**

Overall, the results of the research and interviews conducted by the researcher concluded that the program to improve formal and informal apparatus development at the Civil Service Police Unit has been running well. Efforts implemented at the Civil Service Police Unit in order to improve the performance of its ASN or commonly referred to as formal and informal strategies.

Efforts in the form of formal implemented by the leader of the Civil Service Police Unit are participating in training and training from formal institutions such as training institutions, State Auctions, PPNS, BPSDM. Informal strategies regarding ASN development programs carried out by the SATPOL PP leader such as conducting marching activities and giving regular lectures on Fridays, this is done to increase employee enthusiasm. Another thing that is done is to call and reprimand ASN who are not working well in 4 (four) eyes, if there is no change at all then a summons will be carried out officially where the problematic ASN will be forced to work according to their duties, if there is no change at all then it will be processed to the BKD.

The evaluation carried out by SATPOL PP is an evaluation of the ASN performance target report in addition they also routinely conduct evaluations at the internal level which are carried out in a persuasive form.

Efforts to improve the performance of ASN employees at SATPOL PP have been carried out by means of supervision or monitoring and evaluation every 3 months. The evaluation carried out aims to assess and improve matters relating to financing, services, employee performance, equipment and regulations as well as ongoing work programs.

The evaluation implementation mechanism is carried out based on BKD standards, so that the report making process is in accordance with what is desired by BKD, in addition to the implementation of the evaluation carried out by the agency informally outside the BKD standards in the form of psychological pressure, this is done so that ASN or employees comply with every applicable rule and improve their performance.

#### **Regional Disaster Management Agency**

Overall, the results of the research and interviews conducted by the researcher concluded that the formal and informal apparatus development improvement program at the Regional Disaster Management Agency has been running well.

Efforts to improve ASN performance are carried out in a persuasive form, namely informal evaluations by leaders either directly or indirectly, BPBD leaders often conduct routine employee performance evaluations regarding the presence of their subordinates.

In the implementation of formal evaluations, it is only carried out by the BKD, while the imposition of sanctions or punishments on ASN who violate are given based on the level of error of the ASN employee, if the error is still in the minor category, a

persuasive approach will be taken, but if the error is fatal, steps will be taken based on official regulations or submitted directly to the BKD.

There are several formal efforts made by BPBD in order to improve the performance of its ASN. namely through participation in development programs, both those implemented by the government in the form of formal activities and from the BPBD itself in the form of informal activities.

### **Bureau of Development Administration**

Overall, the results of the research and interviews conducted by the researcher concluded that the formal and informal apparatus development improvement program at the Bureau of Administration had not been fully implemented.

Efforts to improve ASN performance at the Bureau of Development Administration by means of evaluations related to employee performance, the Bureau of Development Administration often conducts evaluations and internal meetings to improve the performance of its employees which are carried out routinely every week. The evaluation carried out is in the form of ASN attendance which has an impact on performance and discipline enforcement.

The evaluation implementation mechanism is carried out based on BKD standards, so that the report making process is in accordance with what is desired by BKD, in addition, the implementation of evaluations carried out by agencies informally outside BKD standards in the form of psychological pressure, this is done so that ASN or employees comply with every applicable rule and improve their performance.

Other formal efforts made by the Bureau of Development Administration in ASN development are participating in training and development programs implemented and funded by the Government. In addition, replacing elderly ASN with ASN who are still young and have competence.

### **ASN Career Development Improvement Program**

In the Development and Career Development Norms for Regional Civil Servants, Morality, Integrity, Education and Training, rank, job transfer and competence are considered as stated in Law Number 23 of 2014 concerning Regional Government. In the era of regional autonomy along with the reform era, there is a tendency for employee career development policies to be linked to political policies. So that someone occupies a position only because of political access and lacks competence in the position, the principle of professionalism, work performance and regeneration. This is not in accordance with government policy which states that a position is carried out based on the principle of professionalism in accordance with the competence, work performance and rank level set for the position and other objective requirements without distinguishing gender, ethnicity, religion, race or group.

According to Hasibuan in (Muarsarsar, 2022) career development is an activity that helps employees plan their future careers in the organization so that employees and organizations can develop themselves to the maximum.

### **Civil service police Unit**

The aspect of improving the career development of civil servants in this study is to assess the extent to which the Central Sulawesi Province Satpol PP has improved the career development of civil servants, namely by providing job promotions to high-achieving employees. In addition, it is also carried out to see the extent to which the Central Sulawesi Province Satpol PP has implemented Rolling, Rotation or mutation of employees from one field to another as an effort to refresh the work atmosphere while increasing employee knowledge of the duties and functions of each field.



Based on the results of interviews with informants, it is known that SATPOL PP has made efforts to develop the careers of its ASN by proposing and recommending the names of high-achieving ASN to policy makers. The rest is the absolute right of the regional head to accept or reject the promotion proposal. In addition, there is also a career development program through the implementation of rotation at the staff level which is carried out once a year. The implementation of rotation or mutation is carried out based on applicable mechanisms such as making service notes for employees who are rotated. The rotation is held with the aim of refreshing or increasing the insight of employees or ASN from the agency so that it will have a good impact on performance. If after the rotation the employee's performance does not progress, it will be returned to its original position before the rotation was held.

### **Regional Disaster Management Agency**

The aspect of improving the career development of civil servants in this study is to assess the extent to which the BPBD of Central Sulawesi Province has improved the career development of civil servants, namely by providing job promotions to employees who excel, in addition it is also done to see the extent to which the BPBD of Central Sulawesi Province has implemented Rolling, Rotation or employee transfers from one field to another as an effort to refresh the work atmosphere while increasing employee knowledge of the duties and functions of each field.

Based on the results of interviews with informants, it can be concluded that BPBD always carries out routine rolling or mutations every year. This rolling and mutation is carried out with the aim that ASN get refreshment and increase their insight and knowledge and abilities that are not only focused on one field. The basis for implementing the rolling comes from the Governor and from the BKD so that every time the rolling is carried out, the ASN involved will receive a service note. The implementation of the rolling at BPBD received a good response from ASN because of the impact they will get, both positive and negative impacts depending on how they respond to it personally.

### **Bureau of Development Administration**

The aspect of improving the career development of civil servants in this study is to assess the extent to which the Development Administration Bureau of the Central Sulawesi Provincial Secretariat has improved the career development of civil servants, namely by providing job promotions to employees who excel. In addition, it is also carried out to see the extent to which the Development Administration Bureau of the Central Sulawesi Provincial Secretariat has implemented Rolling, Rotation or employee transfers from one field to another as an effort to refresh the work atmosphere while increasing employee knowledge of the duties and functions of each field.

Based on the results of the interview, it can be concluded that career development of civil servants such as Rolling, employee transfers from one field to another at the Bureau of Development Administration is indicated as not going well and has never been implemented at all. This is because most ASN at the Bureau of Development Administration have not fully understood and studied the duties in their own fields so that it is unlikely to be able to understand the duties and functions of other fields.

### **Improving the Merit System in Employee Management**

The meritocracy system is a system or philosophy based on the principle that individual excellence and their achievements should be the primary basis for recognition, promotion and rewards in a society or organization.

### **Civil Service Police Unit**

The improvement of the merit system in employee management that will be studied in this study is how employee placement according to the field and background of employee disciplines is applied to Satpol PP. Based on the results of interviews with informants, it can be seen that the meritocracy system has never been implemented in SATPOLPP employees.

### **Regional Disaster Management Agency**

The improvement of the merit system in employee management that will be studied in this study is how employee placement according to the field and background of employee disciplines is applied to BPBD. From the results of interviews with informants, it is known that BPBD has never implemented a meritocracy system, so that employee placement and positions at BPBD are not entirely in accordance with their competencies.

### **Bureau of Development Administration**

The improvement of the merit system in employee management that will be studied in this study is how employee placement according to the field and background of employee disciplines is applied to the Bureau of Development Administration. From the results of interviews with informants, it can be concluded that the Development Administration Bureau has not implemented a merit system in its units.

## **CONCLUSION**

Based on the results of the study on the Performance-Based Human Resource Development Strategy for ASN of the Central Sulawesi Provincial Government, the following conclusions can be drawn, namely: Efforts to develop human resources based on ASN performance in the Civil Service Police Unit, Regional Disaster Management Agency and Development Administration Bureau are carried out in 2 ways, namely formal and informal methods. Second, there is no ASN performance-based human resource development program specifically implemented by the Civil Service Police Unit, Regional Disaster Management Agency and Development Administration Bureau. Third, the inhibiting factors faced by the three agencies when carrying out the ASN development program are resources, such as insufficient costs or budgets, limited human resources such as lack of interest and enthusiasm to participate in training and inadequate equipment. Fourth, the strategies carried out to overcome obstacles to implementing the development program are through formal and informal strategies, and the absence of a merit system in the three related agencies. As well as the impact of ASN performance-based HR development at the Civil Service Police Unit, Regional Disaster Management Agency and Development Administration Bureau, namely the apparatus development program has better performance, has new knowledge, experience, skills and relationships which are considered to improve and enhance their performance at the agency where they work.

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