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Education and Training of Civil Servants at the Staffing and Human Resource Development Agency of East Bolaang Mongondow Regency

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Abstract. This study aims to describe, analyze and interpret the effectiveness of the implementation of education and training of civil servants and the inhibiting and supporting factors at the Personnel and Human Resources Development Agency of East Bolaang Mongondow Regency. This research uses qualitative research methods. The existing research results show that: 1) Implementation of Technical Education and Training for Civil Servants; the Technical Education and Training agenda for civil servants in a year has been planned about 2-3 times by BKPSDM Boltim Regency. However, technical training activities have not been effectively carried out from 2022 to 2024. Because of the lack of budget and even the absence of training facilities and training presenters or Widiyaiswara. 2) Implementation of Structural Education and Training for Civil Servants; the form of Structural Education and Training activities for civil servants in BKPSDM Boltim Regency is Leadership Training. However, only 2 officials have participated in Leadership Training out of 5 (five) officials who have Structural Positions who are entitled to take Structural Training. So that the implementation of Structural Training is still not optimal and not in accordance with the established agenda. The inhibiting and supporting factors in this study are Human Resources, Budget, and even Facilities and Infrastructure.

Keywords. Human Resources, Education and Training, Leadership, Civil Servants

A. Introduction

Civil Servants (PNS) in government organizations in Indonesia from the past until now are human resources that play a very important role in government organizations so that they can run effectively, be it in terms of providing services to the community, achieving organizational and state goals, or in managing government administration and so on related to public services and governance. Therefore, a civil servant who is a human resource in the Indonesian government must have and apply the spirit of nationalism and uphold Pancasila and the 1945 Constitution and even other regulations as guidelines for the life of the nation and state (Sumanti, 2018) [1].

Human resources, in this case civil servants, are the most dominant element for a government organization compared to other resources. The organization will develop if it is

managed by human resources who have professional potential. The processing and utilization of human resources is maximally developed in the world of work through the implementation of education and training to achieve organizational goals and individual or employee development (Nurmagustini & Hidayat, 2019) [2].

In Government Regulation of the Republic of Indonesia Number 11 of 2017 concerning Civil Servant Management Point 4 explains that Civil Servants, hereinafter abbreviated as PNS, are Indonesian citizens who meet certain requirements, appointed as permanent ASN employees by civil service officials to occupy government positions [3].

Based on this, civil servants must be regulated, managed and even given education and training so that they can become professional employees in accordance with the rules set by the government, so it is also related to Civil Servant Management. As explained in Point 1 of PP Number 11 of 2017, Civil Servant Management is the management of civil servants to produce civil servants who are professional, have basic values, professional ethics, free from political intervention, clean from corrupt practices, collusion, and nepotism. In order to achieve this goal, education and training for civil servants are also needed.

Furthermore, Article 34 paragraph 4 explains that the education and training process is carried out in an integrated manner to build moral integrity, honesty, nationalism and nationalism spirit and motivation, superior and responsible personality character, and strengthen professionalism and field competence.

Article 214 paragraph 2 explains that Technical Education and Training is carried out to achieve the requirements of Position competency standards and career development. Technical Education and Training for Civil Servants is education and training organized to provide skills or mastery of knowledge in certain technical fields to Civil Servants, so that they are able to carry out the duties and responsibilities given as well as possible. Furthermore, Article 217 explains that Structural Training consists of middle leadership, senior leadership, administrator leadership and supervisory leadership. Structural Training is education and training required for Civil Servants who will be appointed in structural positions.

Education and Training is an important investment in human resources. Education and Training involves all human resources to gain knowledge and learning skills so that they will soon be able to use them in work, especially for a civil servant in a government organization. Basically, education and training is needed because there is a gap between the skills of current workers and the skills needed to occupy new positions or to anticipate the demands of the needs of civil servants (Oktarina & Mustam, 2018) [4].

Based on research conducted by researchers at the Personnel and Human Resources Development Agency of East Bolaang Mongondow Regency, and there are several problems and phenomena that occur now related to the implementation of Education and Training for Civil Servants, namely the implementation of Education and Training (Diklat) for civil servants in BKPSDM is still not optimal, especially for Technical and Structural Training, This is seen from the agenda of education and training activities that have been determined by the organization but until now it has not been optimally implemented, even the lack of motivation of civil servants in participating in training, and also resources in this case facilities and infrastructure to support the implementation of training are still lacking, then another problem is that employees who have attended training when returning to the agency there are still some who do not apply all the theories that have been obtained so that they only seem to be formalities. These problems can certainly hinder the effectiveness of the work of government organizations in achieving the organizational goals that have been set. Because education and training is an effort to develop human resources, especially to develop intellectual abilities and

human personality, and this should be very much needed by civil servants to be able to work professionally and optimally in a government organization.

This study aims to describe, analyze and interpret the effectiveness of the implementation of education and training of civil servants and the inhibiting and supporting factors at the Personnel and Human Resources Development Agency of East Bolaang Mongondow Regency.

B. Method

This research will use qualitative research methods. Qualitative research is a research method used to research on natural object conditions (as opposed to experiments) where researchers are key instruments, data collection techniques are triangulated (combined), data analysis is inductive, and qualitative research results emphasize meaning (Sugiyono, 2017) [5]. This research aims to describe, analyze and interpret the effectiveness of even the inhibiting and supporting factors in the implementation of education and training of civil servants at the Staffing Agency and Human Resources Development of East Bolaang Mongondow Regency.

The research focus is 1) Effectiveness of the Implementation of Education and Training of Civil Servants at the Personnel and Human Resources Development Agency of East Bolaang Mongondow Regency. The indicators are a) implementation of technical education and training for civil servants, b) implementation of structural education and training for civil servants. 2) The inhibiting and supporting factors with indicators a) human resources, b) budget, and c) infrastructure.

The data collection techniques used were triangulation techniques: observation, interviews and documentation studies. The data analysis technique used the interactive model of Miles and Huberman (1984) in Masengi et al. (2023), namely: data collection, data reduction, data display, and conclusion/verification [6].

C. Result and discussion

Effectiveness of the Implementation of Education and Training of Civil Servants at the Personnel and Human Resources Development Agency of East Bolaang Mongondow Regency

Human resource management aims to improve the productive contribution of people to the organization in a strategically, ethically and socially responsible manner. The purpose of human resource management in general is to ensure that the organization is able to achieve success through the cooperation and active contribution of people.

Effectiveness is the main element to achieve the goals or objectives that have been determined in every organization, activity or program. It is said to be effective if the goals or objectives are achieved as specified. In the Indonesian Dictionary (2008) it is stated that effective means that there is an effect (as a result, influence, impression), effective or effective, can bring results. Effectiveness is the suitability between the person carrying out the task and the intended target, namely how an organization succeeds in obtaining and utilizing resources in realizing operational goals.

In human resource management is related to Human Resource Development which is a process of increasing the productivity potential of labor resources in terms of knowledge, skills and abilities through appropriate mechanisms such as education and training, counseling, career planning, performance or self-assessment, awards or prizes and others. Education and training play an important role in strengthening both academic and professional capabilities of human resources to meet organizational goals. Development is certainly closely related to

training. Where training and development is an organizational effort to improve the quality and performance of employees and to reduce the gap between employee abilities and those desired by the organization because human resource training and development programs become an activity that cannot be separated from human resource management activities (Widodo, 2015) [7].

In Government Regulation of the Republic of Indonesia Number 11 of 2017 concerning Civil Servant Management Point 4 explains that Civil Servants, hereinafter abbreviated as civil servants, are Indonesian citizens who meet certain requirements, appointed as permanent ASN employees by civil service officials to occupy government positions.

Based on this, civil servants must be regulated, managed and even given education and training so that they can become professional employees in accordance with the rules set by the government, so it is also related to Civil Servant Management. As explained in Point 1 of PP Number 11 of 2017, Civil Servant Management is the management of civil servants to produce civil servants who are professional, have basic values, professional ethics, free from political intervention, clean from corrupt practices, collusion, and nepotism. In order to achieve these goals, education and training are also needed for civil servants.

Furthermore, Article 34 paragraph 4 explains that the education and training process is carried out in an integrated manner to build moral integrity, honesty, enthusiasm and motivation for nationalism and nationalism, superior and responsible personality character, and strengthen professionalism and field competence.

Based on this theory, when compared with the findings, it is found that the effectiveness of the implementation of Education and Training for Civil Servants at BKPSDM Boltim Regency in general, the purpose of implementing Education and Training is to improve individual abilities, especially the function of BKPSDM which has responsibility for implementing human resource development in this case for ASN, both civil servants and PPPK in order to increase productivity and organizational goals of BKPSDM. Then there are 3 (three) forms of training activities or programs carried out by BKPSDM including Technical Training, Structural Training, and Functional Training.

Education and Training in accordance with the data obtained by researchers is a very important activity for individuals and organizations in order to create a good and capable organization that can even have reliable and professional Human Resources (HR), all in order to support organizational development in the era of government digitalization transformation.

Implementation and Technical Training of Civil Servants

The results of observations and interviews in the field found that 1) The purpose of implementing Technical Education and Training activities for Civil Servants in East Bolaang Mongondow Regency is to increase technical capacity, optimize task implementation, improve organizational performance that focuses on mastering skills and knowledge. 2) The process of implementing Technical Education and Training carried out by the Personnel and Human Resources Development Agency of East Bolaang Mongondow Regency is carried out in 3 (three) processes, namely starting from the preparation process related to participants, venues, Widiyaiswara / presenters and budgets, then the implementation process which must pay attention to predetermined procedures, then the evaluation process. 3) The implementation of technical training for civil servants in a year has been planned about 2-3 times by BKPSDM Boltim Regency. 4) Technical Training activities are still not effectively carried out by BKPSDM Boltim Regency. 5) There is a proposal from employees for BKPSDM Boltim Regency to hold technical training in the 2025 fiscal year. 6) From 2022 to 2024 the agenda for

Technical Training activities has not been carried out by BKPSDM of East Bolaang Mongondow Regency. 7) The lack of budget and even the absence of training facilities and training presenters or Widiyaiswara in the Boltim Regency Government.

Human resource development in the organization is a program in order to improve the quality of employees. Development is defined as the preparation of individuals to assume different or more responsibilities in the organization. Development rests on the fact that an employee will need to develop knowledge, skills and abilities in order to perform well in a succession of positions during his or her career (Muarsarsar, 2022) [8].

Civil Servants (PNS) in government organizations in Indonesia from the past until now are human resources that play a very important role in government organizations so that they can run effectively, be it in terms of providing services to the community, achieving organizational and state goals, or in managing government administration and so on related to public services and governance. Therefore, a civil servant who is a human resource in the Indonesian government must have and apply the spirit of nationalism and uphold Pancasila and the 1945 Constitution and even other regulations as guidelines for the life of the nation and state (Bariqi, 2018) [9].

The delivery of training and development programs consists of 5 (five) steps, namely: First, Needs analysis; Knowing the specific job skills needed, analyzing the skills and needs of the candidates to be selected, and developing measurable specific knowledge and achievement goals. How to analyze it depends on whether the employees to be trained are old or new employees. The main task in analyzing new employees is to determine what the job requires and break it down into sub tasks, then each sub task will be taught to the new employee. Whereas analyzing the training needs of existing employees can be more complicated, as the leader has the additional task of deciding if training is the solution.

Second, plan instruction; To decide, organize and produce the content of the training program including workbooks, exercises and activities. Third, Validate; Individuals involved create a training program by presenting it to several representative audiences. Fourth, Implement the program; Train the targeted employees in the training and development program. Fifth, Program evaluation and follow-up; A stage where management will assess the success or failure of the program. Regardless of the various methods available, whatever form of method is chosen, it must fulfill principles such as: 1) Motivate the trainees; 2) Demonstrate skills; 3) Be consistent with the content of the training; 4) Participants actively participate; 5) Provide opportunities for skill expansion; 6) Provide feed back; 7) Encourage transfer of training results to the job; 8) Must be cost effective.

Article 214 paragraph 2 explains that Technical Education and Training is carried out to achieve the requirements of Position competency standards and career development. Technical Education and Training for Civil Servants is education and training organized to provide skills or mastery of knowledge in certain technical fields to Civil Servants, so that they are able to carry out the duties and responsibilities given as well as possible.

Based on this theory if it is related to the results of the research that the researchers have conducted, it is found that in the sub-focus of the Implementation of Technical Education and Training for Civil Servants there are data findings obtained and discussed in this study such as the purpose of implementing Technical Education and Training activities for Civil Servants in East Bolaang Mongondow Regency, namely to increase technical capacity, optimize task implementation, improve organizational performance that focuses on mastering skills and knowledge. Then the process of implementing Technical Education and Training carried out by the Personnel and Human Resources Development Agency of Boltim Regency is carried out in

3 (three) processes, starting from the preparation process related to participants, venues, Widiyaiswara / presenters and budgets, then the implementation process which must pay attention to established procedures, then the evaluation process.

Furthermore, other data findings such as the implementation of technical training for civil servants in a year have been planned about 2-3 times by BKPSDM Boltim Regency. However, technical training activities are still not effectively carried out by BKPSDM Boltim Regency. Then there was a proposal from employees for BKPSDM Boltim Regency so that technical training could be held in the 2025 budget year.

From 2022 to 2024 the agenda for Technical Training activities has not been carried out by BKPSDM of East Bolaang Mongondow Regency. Because of the lack of budget and even the absence of training facilities and training presenters or Widiyaiswara in the Boltim Regency Government.

Implementation and Training of Structural Civil Servants

The results of observations and interviews in the field obtained findings: 1) The form of Structural Education activities for civil servants in BKPSDM is Leadership Training. 2) In BKPSDM Boltim Regency, only 2 officials have participated in Leadership Training from 5 (five) officials who have Structural Positions who are entitled to take Structural Training. 3) There are still 3 officials who have not participated in Structural Training, and the cause is due to the lack of budget for National Leadership Training II and limited existing funding sources. 4) The process of Structural Education and Training activities in BKPSDM in this case Leadership Training includes the Planning, Implementation and Evaluation processes. 5) The benefits of Structural Education and Training activities for civil servants are to improve strategic leadership competencies for individuals or civil servants who hold certain positions. 6) The implementation of Structural Education and Training is still not optimal and is not in accordance with the agenda set by BKPSDM Boltim Regency.

Human resource development must begin with an analysis of both organizational and individual/personal needs. Either the organization or the individual can analyze what exactly a person needs. Methods used by organizations to measure development needs are assessment centers, psychological tests and performance appraisals.

Education and Training is an important investment in human resources. Education and Training involves all human resources to gain knowledge and learning skills so that they will soon be able to use them in work, especially for a civil servant in a government organization. Basically, education and training is needed because there is a gap between the skills of current workers and the skills needed to occupy new positions or to anticipate demands (Pardede & Mustam, 2017) [10].

There are various approaches to human resource development in organizations, namely: 1) Workplace Development Approach; The main difficulty of development that takes place in the workplace is that often, unplanned activities are considered as development. The forms of workplace development approaches are: Coaching is an ongoing process of learning by doing; Job rotation is the process of moving an employee from one position to another. 2) Development Approaches Outside the Workplace ; Classroom and degree courses; Human relations training; Case studies; Role-playing; Simulation (business games); Sabbaticals.

Training has several objectives such as first, increasing productivity, namely employees who master knowledge and have skills in their field of work will be able to work more than employees who lack knowledge and do not have skills in their field of work. Second, Increase Effectiveness and Efficiency, namely Mastery of knowledge and increased skills in

their field of work obtained by employees from a training program, will make them able to work more effectively and efficiently. Third, Increasing Competitiveness i.e. Well-trained employees are not only likely to be able to increase productivity, but will also be able to work more effectively and efficiently, so as to increase the competitiveness of the company. Working effectively means being able to produce a standard number of products in accordance with customer desires, and efficiently means that in producing the same number of products, these employees use fewer resources (Setiawan, 2018) [11].

Article 217 explains that Structural Training consists of middle leadership, pratama leadership, administrator leadership and supervisory leadership. Structural Training is the education and training required for Civil Servants who will be appointed in structural positions.

In the second sub-focus, namely the Implementation of Structural Education and Training for Civil Servants, data were obtained that the form of Structural Education and Training activities for civil servants in BKPSDM Boltim Regency is Leadership Training. However, in BKPSDM Boltim Regency, only 2 officials have participated in leadership training out of 5 (five) officials who have structural positions who are entitled to take structural training. So that there are still 3 officials who have not participated in Structural Training, and the cause is due to the lack of budget for National Leadership Training II and limited existing funding sources.

The process of Structural Education and Training activities in BKPSDM in this case Leadership Training includes the Planning, Implementation and Evaluation processes. Then there are the benefits of Structural Education and Training activities for civil servants, namely to improve strategic leadership competencies for individuals or a civil servant who holds a certain position. But the implementation of Structural Education and Training is still not optimal and is not in accordance with the agenda set by the Civil Service Agency and Human Resources Development.

Inhibiting and Supporting Factors

The implementation of education and training is one of the efforts to improve the quality of human resources in accordance with job needs. Because through education and training programs which are a means of coaching and career development, through participation in education and training programs, selected employees are consciously and planned to be prepared by their organization to accept different job responsibilities (rotation) and or higher positions or positions (promotion) in the future, therefore education and training programs are one of the most valuable human resource investments for every organization (Sulistiyani, 2019) [12].

Education and training according to Dessler's view in Sinambela (2021) Is the process of teaching the skills employees need to do their jobs [13]. Meanwhile, according to Mumus (2013: 1005) in Polnaya (2023), Education and Training (Diklat) is one way to measure the competence of government officials. The term training is the process of organizing teaching and learning to improve competencies for prospective civil servants and civil servants. In essence, education and training have the same purpose, with the aim of developing the workforce to be able to obtain three things, such as if someone is trained, then during education, that person is told or given knowledge about how to do a job well, so training is actually held to fill the gap between knowledge, skills, attitudes, and thoughts that a person has in accordance with the demands of his job or task [14].

Human resources are the most dominant element for a government organization compared to other resources. The organization will develop if it is managed by human resources

who have professional competence. Processing and utilization of human resources are maximally developed in the world of work to achieve organizational goals and individual or employee development. One of the problems faced by government organizations is one of them related to human resource competence. Experience and reality in the field show that not a few government organizations are led by people who do not have management competence and are not experts in their fields, so education and training are needed (Putri, 2022) [15].

Nawawi (2001) the implementation of human resource management in organizations will provide various benefits such as: 1) The organization/company will have an accurate human resource information system; 2) Organizations / companies will have the results of job / position analysis, in the form of descriptions and / or job / position specifications that are up to date; 3) Organizations/companies have the ability to develop and determine human resource planning that supports business activities; 4) Organizations/companies will be able to improve the efficiency and effectiveness of workforce recruitment and selection [16].

The objectives of human resource management include: 1) Societal objectives; Socially and ethically responsible for the needs of society and the challenges of society and minimizing the negative effects of demands on the organization. 2) Organizational objectives; Human resource management is a tool to assist the organization in achieving objectives such as utilizing the workforce efficiently and effectively, increasing company productivity, communicating human resource policies to all employees. 3) Functional objectives; Helping human resources improve quality in order to contribute to the organization such as providing innovative recruitment, training and development programs, finding approaches that can motivate the best people. 4) Personal goals; Helping employees in achieving their personal goals to the extent that these goals help their contribution to the organization. The personal goals of employees must be met if the organization wants to keep and motivate them because otherwise, performance and satisfaction levels will decline and even leave the organization.

So, it is increasingly realized that human resource management is very useful for placing people according to job needs, treating employees in accordance with their rights and obligations, providing fair and relatively equal rewards with other people in the organization, empowering people according to their potential, conducting training to produce work and organizational effectiveness and efficiency, helping the organization so that the vision and mission of the organization are achieved effectively and efficiently.

The benefits of the importance of education and training programs for an organization include the following: First, human resources or employees who occupy a certain position in the organization, do not necessarily have the ability in accordance with the requirements required in that position. This happens because often a person occupies a certain position not because of his ability but because of the availability of formations. Therefore, these new employees or staff need to add the skills they need.

Secondly, with the advancement of science and technology, it will clearly affect an organization. Therefore, positions that were not needed before are now needed. The ability of the person who will occupy the position is sometimes absent. Thus, it is necessary to add or increase the abilities required by the position.

Third, promotion in an organization is a must. The importance of promotion for someone is as a reward or reward. The existence of rewards in the form of promotion can increase work productivity for an employee. Sometimes the ability of an employee to be promoted to occupy a certain position is still not enough. For this reason, additional education and training is needed.

Fourthly, during this period of development, both government and private organizations feel called upon to organize training for their employees in order to obtain work effectiveness and efficiency in accordance with the development period.

Education and training methods are approaches to the implementation and delivery of training and education. Training methods should be based on the needs of the job depending on various factors, viz: time, cost, number of participants, basic education level of participants, background of participants, and others.

Based on this concept, if it is related to the results of the research that the researchers have obtained, there are inhibiting and supporting factors in the Implementation of Civil Servant Education and Training at the Civil Service Agency and Human Resources Development of East Bolaang Mongondow Regency found in this study such as Human Resources including the implementers of Technical and Structural Education and Training activities for civil servants in Boltim Regency, namely the Civil Service Agency and Human Resources Development and Widiyaiswara. Then the lack of availability of Human Resources (HR) in Technical and Structural Training activities. But there is also high enthusiasm from civil servants to take part in training activities, both technical and structural.

The next inhibiting and supporting factors are in the Budget sub-focus, namely that until now the budget for Technical and Structural Education and Training activities is still not available at BKPSDM Boltim Regency, and only Pre-Service Training has a budget. And the source of funds for Technical and Structural Education and Training activities in the BKPSDM of East Bolaang Mongondow Regency comes from the General Allocation Fund (DAU) and from Regional Original Revenue (PAD). Budget availability is considered to be the main inhibiting factor in training activities.

In Facilities and Infrastructure, there are several findings such as the unavailability of facilities and infrastructure in the implementation of training activities for civil servants in BKPSDM Boltim Regency. Then BKPSDM Boltim Regency must make an MOU or cooperation with the Training Center in other districts and cities in carrying out training activities, resulting in budget overruns. Facilities and infrastructure in Education and Training activities used such as at BPTP North Sulawesi or in other districts or cities are sufficient and support training activities. Furthermore, the application of theories, knowledge or skills obtained by civil servants from training activities, especially from leaders who participate in Structural Education and Training, is very good. Most of the civil servants in BKPSDM Boltim Regency so far have never participated in training activities, be it technical, structural or other training.

Comparison of previous research and this research can be explained as having differences and similarities, starting from previous research which has a different locus and research time, researchers took a research locus at the Staffing Agency and Human Resources Development of East Bolaang Mongondow Regency and the research time was in 2024, while previous research took a locus in different places including the Bengkulu Provincial Education and Culture Office, Malang Regency Regional Staffing Agency, Probolinggo Regency Regional Staffing Agency, even previous research has been carried out in previous years. For the similarities, they both examine civil servant education and training, even using qualitative research methods.

D. Conclusion

Based on the results of the research and discussion above, it is concluded that the implementation of Education and Training is still not effectively carried out by BKPSDM. The

Technical Training agenda for civil servants in a year has been planned about 2-3 times by BKPSDM Boltim Regency. However, technical training activities have not been effectively carried out from 2022 to 2024. Because of the lack of budget and even the absence of training facilities and training presenters or Widiyaiswara. Then, related to the Implementation of Structural Education and Training for Civil Servants; the form of Structural Education and Training activities for civil servants in BKPSDM Boltim Regency is Leadership Training. However, only 2 officials have participated in Leadership Training from 5 (five) officials who have Structural Positions who are entitled to take Structural Training. So that the implementation of Structural Training is still not optimal and not in accordance with the established agenda.

Inhibiting and Supporting Factors in the Implementation of Education and Training for Civil Servants at the Personnel and Human Resources Development Agency of East Bolaang Mongondow Regency, namely 1) Human Resources; still the lack of availability of Human Resources (HR) in Technical and Structural Training activities. But there is also high enthusiasm from civil servants to take part in training activities, both technical and structural. 2) Budget; until now the budget for Technical and Structural Education and Training activities is still not available at BKPSDM Boltim Regency, and only Pre-Service Training has a budget and the source of funds comes from the General Allocation Fund (DAU) and from Regional Original Revenue (PAD). 3) Facilities and Infrastructure; there are still no facilities and infrastructure available in the implementation of training activities for civil servants at BKPSDM Boltim Regency. So that BKPSDM Boltim Regency must make MOUs or collaborate with Training Centers in other districts and cities in carrying out training activities, and result in budget overruns.

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