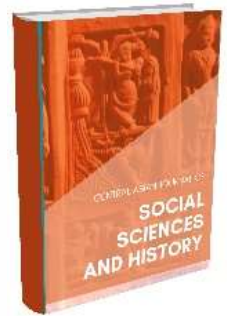




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Performance Effectiveness of Apparatus in Improving Services in the Field of HR Development at BKPSDM Bulol District

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Abstract:

The purpose of conducting this research is to find out and describe:
1) The effectiveness of apparatus performance in improving services in the field of human resource development at BKPSDM Bulol District. 2) The determining factor the effectiveness of apparatus performance in improving services in the field of human resource development at BKPSDM Bulol District.

The research method used was descriptive qualitative, the research location was carried out in the HR Development Sector of BKPSDM Buol Regency. Data collection techniques were in the form of observation, interviews and documentation which were then analyzed using qualitative data based on the concept of Miles and Huberman.

The research results show that: 1). The effectiveness of apparatus performance in improving services in the field of human resource development at BKPSDM Buol Regency, includes: a). adaptability,

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b). work performance, c). job satisfaction is good but not optimal because the quality of human resources of employees is still low and the job satisfaction of officials at BKPSDM is not in accordance with the working conditions and fields of knowledge they have, and the ability to adapt to employees has not been able to improve apparatus performance optimally, as well as achievements work owned by employees is still low. 2). The factors that determine the effectiveness of apparatus performance in improving services in the field of human resource development at BKPSDM Buol Regency include: a). Timeliness, b). Subordinate tasks, c). productivity, d). motivation, e). work evaluation, f). supervision, g). work environment, h). equipment and facilities are good to support service performance but the timeliness factor is still lacking, because there is still low compliance of apparatus, subordinate tasks, productivity is still not optimal because there are several employees who do not carry out their duties so that the level of work completion is hampered and the availability of facilities is still not optimal and the budget is still lacking, thereby reducing the effectiveness of performance in improving services.

INTRODUCTION

According to Hasibuan, (2017: 94), explaining performance is a work result achieved by an apparatus in carrying out the tasks assigned to him based on skills, experience, sincerity and time. According to Siagian (2014: 47), also explains performance as a condition that shows the ability of an apparatus to carry out tasks according to the standards set by the organization to its apparatus according to its job description.

Silalahi (2019: 11), that the performance of an apparatus is a combination of abilities, efforts and opportunities that can be assessed from the results of their work. Basically the performance of the apparatus is something that is individual, because each apparatus has a different level of ability in carrying out their duties. Performance depends on a combination of ability, effort, and opportunity. Thus the performance produced by the apparatus is in accordance with the description of the tasks assigned to it as a result of all the capabilities and effort it has.

Sinambela (2018: 137), performance is the level of success of an apparatus or institution in carrying out its work. Thus there are four elements in this sense, namely: 1) work results achieved individually or institutionally, which means that the performance is the final result obtained individually or in groups; 2) in carrying out their duties, apparatus or institutions are given authority and responsibility, which means that apparatus or institutions are given the right and power to act, so that

their work can be carried out properly. Even so, the apparatus or institution must remain under control, namely being accountable for work to the giver of rights and authority, so that he will not abuse his rights and authority; 3) Work must be done legally, which means that in carrying out individual or institutional tasks, of course, they must follow the rules that have been set; and 4) The work carried out does not conflict with morals and ethics, meaning that in addition to following the rules that have been set, of course the work must be in accordance with generally accepted morals and ethics.

Based on the opinion of experts, it can be concluded that performance is the result or the level of success of the apparatus as a whole during a certain period in carrying out the duties and responsibilities assigned to it based on predetermined standards.

2. Performance Indicators

Agus Dwiyanto (2006: 52) suggests that to assess organizational performance several criteria can be used as guidelines for evaluating the performance of public service organizations, including:

a. **Efficiency** Efficiency concerns considerations about the success of public service organizations in obtaining profits, utilizing production factors as well as considerations originating from economic rationality. When applied objectively, criteria such as liquidity, solvency and profitability are highly relevant efficiency criteria.

b. **Effectiveness** Has the purpose of establishing a public service organization been achieved? This is closely related to technical rationality, values, mission, organizational goals, and the functions of development agents.

c. **Justice** Justice questions the distribution and allocation of services provided by public service organizations. This criterion is closely related to the concept of adequacy or appropriateness. Both question whether a certain level of effectiveness, needs and values in society can be fulfilled. Issues relating to the distribution of development, services to marginalized groups and so on, will be able to be answered through this criterion.

d. **Responsiveness** In contrast to businesses carried out by private companies, public service organizations are part of the state's or government's responsiveness to the vital needs of society. Therefore, the criteria for the organization as a whole must be accounted for in a transparent manner in order to meet this responsiveness criterion.

Agus Dwiyanto (2006: 50) measures the performance of the public bureaucracy based on indicators which are further explained as follows:

a. **Productivity** The concept of productivity does not only measure the level of efficiency, but also the effectiveness of services. Productivity is generally understood as the ratio between input and output. The concept of productivity was felt to be too narrow and then the General Accounting Office (GAO) tried to develop a broader measure of productivity by including how much public service has the expected results as one of the important performance indicators.

b. **Service Quality** The issue of service quality tends to become increasingly important in explaining the performance of public service organizations. Many of the negative views formed about

public organizations arise because of public dissatisfaction with the quality of service received from public organizations.

c. **Responsiveness** Responsiveness is the ability of an organization to recognize community needs, develop service agendas and priorities, develop public service programs according to community needs and aspirations. In short, responsiveness here refers to the alignment between programs and service activities with the needs and aspirations of the community. Responsiveness is included as a performance indicator because responsiveness directly describes the ability of public organizations to carry out their missions and objectives, especially to meet community needs. Low responsiveness is indicated by the misalignment between services and community needs. This clearly shows the failure of the organization in realizing the mission and goals of public organizations.

d. **Responsibility.** Responsibility explains whether the implementation of public organization activities is carried out in accordance with the principles of proper administration or in accordance with organizational policies, both explicit and implicit. Therefore, responsibility may one day collide with responsiveness.

e. **Accountability, Public Accountability** refers to how much the policies and activities of public organizations are subject to public officials who are elected by the people. The assumption is that these political officials, because they are elected by the people, will automatically always represent the interests of the people.

Bambang, et al (2005: 63) Measurement of public sector performance is carried out to fulfill three purposes, namely:

a. Public sector performance measurement is intended to improve government performance. Performance measures are intended to help the government focus on work unit program goals and objectives. This will ultimately increase the efficiency and effectiveness of public sector organizations in providing public services.

b. Public sector performance measures are used for resource allocation and decision making.

c. Public sector performance measures are intended to realize public accountability and improve customer communication.

Performance Measurement Objectives Performance measurement is an important part of the management control process for the public sector, according to Mahmudi there are six objectives in public sector performance measurement, namely:

a. To determine the level of achievement of organizational goals.

b. Provide employee learning facilities.

c. Improve performance in the next period.

d. Provide systematic consideration in making reward and punishment decisions.

e. Motivate employees.

f. Creating public accountability.

As for the benefits of public sector performance measurement according to Lynch and Cross (In Yuwono, 2007: 28) are as follows:

- a. Tracking performance against customer expectations will bring the company closer to its customers and get everyone in the organization involved in efforts to provide customer satisfaction.
- b. Motivate employees to perform services as part of the chain of internal customers and suppliers.
- c. Identify various wastes while at the same time encouraging efforts to reduce this waste (reduction of waste).
- d. Making a strategic goal that is usually still vague becomes more concrete so as to speed up the learning process.
- e. Build consensus to make a change by rewarding the behavior.

Silalahi (2017: 128) reveals that effectiveness is related to organizational goals both explicitly and implicitly. Effectiveness means that the goals have been planned before and can be achieved because of the activity process.

Siagian (2016: 24) effectiveness is the use of resources, facilities and infrastructure in a certain amount that is consciously determined beforehand to produce a number of goods for the services of the activities it carries out. Effectiveness shows success in terms of whether or not the goals set have been achieved. If the results of activities are getting closer to the target, it means the higher the effectiveness.

According to Namawi (2015: 76) effectiveness is a condition that contains a desired effect/effect if someone does something that he really wants, then that person is said to be effective if it causes the effect or has the purpose he wants. In interpreting work effectiveness each employee gives a different meaning, according to different angles according to the perspective and interests of each. Furthermore, organizational effectiveness is an organization's ability to realize various goals and its ability to adapt to the environment and be able to survive to stay alive.

According to Handoko (2016: 8), effectiveness means the ability to choose the right goals or the right equipment to achieve the goals that have been set. Thus effectiveness can be seen in achieving the goals that have been set.

RESEARCH METHODS

1. Background and Time of Research

This research was carried out in the field of HR Development at BKPSDM Buol Regency. The basic considerations for determining the location are (1) because the effectiveness of performance at BKPSDM has not been optimal so that it has not been able to provide optimal services (services excellence) to the public as service users.

This research was conducted within 3 (three) months from October to December 2022 starting from preparation for writing and preparing proposals to writing research reports.

B. Research approach, types and procedures

Samsu, (2017) This research uses a qualitative approach Descriptive research (descriptive research), which seeks to describe a number of variables relating to the problem and the unit under study that causes a symptom, phenomenon or social reality to occur. Because researchers are trying to find information on a phenomenon that occurs naturally (natural) and describe it in detail according to the facts that exist. The reason for using a qualitative method with a case study design is because this research aims to describe the effectiveness of apparatus performance in improving services in the field of human resource development at BKPSDM Buol Regency.

DISCUSSION

1. **Apparatus Performance Effectiveness in Improving Services at** The field of human resource development at BKPSDM Buol Regency

The effectiveness of the performance of the state civil apparatus above in advancing the organization can be seen in the various activities that raise administrative training in government and private institutions. The creation of good work effectiveness is expected to be able to guarantee acceleration, smoothness, good and appropriate service. Integration of duties and functions of government and private administrators in increasing the professionalism of work within the organization. The main objective of the development of administrative services through the effectiveness of the performance of the state civil apparatus is how an agency's efforts to improve the quality of good services, especially government apparatus to be more reliable, professional, effective and efficient as well as responsive to needs in terms of improving the quality of human resources in government agencies and how to respond to the dynamics of a quality strategic environmental change process and have a positive value in providing good service for increased performance which leads to service improvement. However, the effectiveness of apparatus performance in improving services is still difficult to achieve, due to limited human resources and the lack of interest of apparatus to participate in training and technical guidance, as well as limited budget availability which makes the implementation of activities less than optimal, so that work effectiveness in achieving the expected performance is still far away from hope. To see the effectiveness of Apparatus performance in Improving Services in the Field of HR development at BKPSDM Buol Regency, consisting of:

a. Adaptability

Based on the explanation of the research results, it can be seen that the ability to adapt to employees is good, because it is supported by a good work environment and communication between employees.

The work environment at BKPSDM Buol Regency is considered very supportive for the continuity of employee performance, this can be seen in the relationship that exists between new employees and old employees who are very good, there is no gap between senior employees and new employees, communication is very good, so that new employees become do not feel afraid or reluctant to ask

questions about the work procedures, systems, culture that exist at BKPSDM Buol Regency.

Performance adjustments arise due to employee rotation carried out by the Regional Government in order to improve the quality of human resources within the Regional Government, as stated in the Laws and Regulations. This policy is something that all employees cannot avoid.

This condition has a direct impact on HR as part of the members of the organization (employees) who are required to be able to transform themselves in the flow of change with new work procedures and an increased workload. in the transition stage, so it is not uncommon for emotional responses to appear such as complaining, feeling inferior, not confident. but with a work environment that supports the direction of change, the traits that arise over time will disappear.

Lofquist, defines work adjustment as the relationship between the individual and the work environment. The relationship between the two can be described by a harmonious relationship between the individual and their environment, the compatibility of the individual with their environment, and vice versa, and a complementary relationship between the individual and the environment.

Work suitability is defined by Dawis & Lofquist (1984) as a harmonious relationship between individual suitability and work environment, individual suitability for work, and job suitability for the individual. This continuous and dynamic process in which individuals try to achieve and maintain compatibility with their work environment is known as work adjustment.

Self-adjustment is an individual's success in interacting or having a good relationship with the surrounding environment which is reflected in the form of behavior as a response to demands originating from the social environment, including the work environment. In this regard, the ability to adapt is built with the aim of changing the attitudes and behavior of existing human resources in order to increase work productivity which is one of the determining aspects in the successful achievement of organizational goals. As explained by Mustapa, et al (2020: 127) explains that the ability to adapt is an apparatus' ability to adjust to its work environment in carrying out tasks and/or achieving organizational goals. Assessment of the ability to adapt to the apparatus by paying attention to the situation and creating communication and being able to create good cooperation. Adaptability includes: situation, communication, and cooperation

In practice the ability to adapt can be realized through productivity, which is in the form of work behavior that is reflected in hard work, tenacity, discipline, productivity, responsibility, motivation, benefits, creative, dynamic, consistent, consistent, responsive, independent, getting better, and the values possessed by each individual in carrying out his work.

b. Work performance

Employee work performance is good but still not optimal because

the low quality of human resources owned by employees such as work ethic, work enthusiasm and skills and competencies are still low. The low quality of human resources at BKPSDM is caused by various factors including Work Motivation Employee motivation at BKPSDM Buol Regency is still considered low, this can be seen from the lack of interest of the apparatus to participate in training, because it clashes with tasks and functions and work that must be completed, so many officials who continue to delay are not even ready to attend training. Even though the Office has made an annual performance plan that includes the number who will take part in Training each year, which consists of

OPD-OPD within the Regional Government of Buol Regency, this makes the HR improvement program through education and training less successful. Therefore, the need for new methods that can make apparatus more interested and enthusiastic to participate in training in order to improve the quality of human resources. This is in line with the results of Ferdian's research, (2019) organizational capability in providing services in the field of personnel, education and training for all civil servants within the Merangin Regency Government. The factors causing the quality of personnel administration services to not reach the target of 100% are due to the lack of competence of employees of the Regional Personnel, Education and Training Agency of the Merangin Regency, the quantity of employees of the Regional Personnel, Education and Training Agency of the Merangin Regency is still inadequate, as well as working facilities in the form of information technology which often experience interruptions such as internet connection, software damage,

The management of a public organization is said to be successful if the set goals or objectives are able to be implemented, and provide benefits for the public organization. The term effectiveness within the scope of public organizations, is usually associated with the implementation of defined programs or activities carried out by public organizations to advance and develop the organization. To carry out this program or activity, it must be supported by adequate human resources (HR), namely the State Civil Apparatus (ASN), namely ability, knowledge/expertise, and skills, as well as positive work behavior. The effectiveness of a program implemented is assessed by the ability of ASNs to carry out their duties compared to the established criteria, and this kind of assessment aims to measure the performance of existing ASNs.

According to Hasibuan (2017: 94), work performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience, sincerity and time. From this opinion it can be concluded that with the skills, experience, sincerity of time possessed by the apparatus, the tasks assigned can be carried out in accordance with the responsibilities assigned to them. The quality of human resources at the Buol District BKPSDM is still lacking in terms of the training attended. Not all field heads or section heads have attended the training and leadership III. The aims and objectives of the Education and Training of Tk. III is a tactical leadership competency, namely the ability to translate the agency's vision and mission into the agency's program and lead the successful implementation of the established program.

Table 5: Percentage of ASN attending formal education and training

Performance Indicator	Year 2022		
	Target	Realization	Achievements
Percentage of ASN attending formal education and training	85%	2.87%	3.38%

Source: BKPSDM, (2022)



The low participation of OPD to participate in education and training organized by BKPSDM, this can be seen from the number of ASNs participating in formal education and training in 2022 which is targeted at 85% of the total ASN, however ASN participating in formal education and training is only 2.87 %. This means that there are still many ASNs who have not attended formal education and training due to the low interest of ASN to improve their quality as BKPSDM vision and mission. Training and development are different things, but very related. Training aims to help improve the ability of employees to carry out current tasks, while development is more oriented towards increasing the work productivity of workers in the future.

In essence, both training and development all lead to increased work productivity of the organization as a whole. Training is particularly useful in situations where employees lack skills and knowledge. Training is not intended to replace inadequate selection criteria, inappropriate job design or inadequate organizational rewards. Training is more a means aimed at efforts to activate the work of members of the organization who were less active before, reducing the negative impact caused by low education and limited experience (Gomez, 2003: 198)

The field of HR development has the task of formulating and implementing policies providing technical guidance and conducting evaluations in the field of HR development. Apparatus in the field of human resource development that must be carried out by employees as a form of work productivity assessment, namely: a). carry out supervision and fostering human resource development; b). plan and develop HR development programs; c). implementation of coordination of SDN development; d). provision of human resource development assistance; e). implementation of administrative technical guidance and resources in the field of human resource development; f). carry out other official duties given in accordance with the duties and functions.

Productivity is one of the main determining factors to achieve the expected performance effectiveness productivity includes the tasks and functions to be carried out by the apparatus. As for the duties and responsibilities of the apparatus in the field of human resource development, there are 9 (nine) tasks such as the implementation of the assignment of study assignments and study permits, the

implementation of basic education and training for CPNS, the implementation of the staffing rector, the implementation of education and training for primary high leadership administrators and supervisors, the implementation of monitoring learning assignments at students, giving a statement that they are not participating in study assignments, giving recommendation letters for those who will take part in learning assignments, implementing training guidance for apparatus who are not yet fluent in IT computers, and other tasks given by superiors both verbally and in writing

These tasks and responsibilities must be carried out by all apparatus in accordance with the work contract with the leader, these tasks must also be completed based on a performance contract on the achievement of an employee's performance in carrying out the duties and responsibilities he carries, must have discipline and a sense of responsibility for completing tasks and always supervising every task that has not been completed and always has a high sense of commitment in completing the tasks assigned as a benchmark in evaluating the quantity of performance, of course, based on the program.

Programs and performance indicators will be achieved if employees or employees choose work discipline and their completion has a target time and achievement of meeting program targets and evaluates every obstacle and their friends to overcome the problems above, various strategic steps are carried out such as giving awards to those who achieve the target the implementation is further improved coaching and supervision as well as giving verbal or written warnings to employees who do not have a high work ethic

This is in line with the results of Wijayanti's research, (2015) that the productivity of the employees of the Regional Civil Service Agency of Indragiri Hulu Regency is quite good, but not all employees have good quality. There are still some employees who still don't understand in carrying out their duties, all of that is also included in the level of employee education. Productivity is the ratio between output (results) and input (input). If productivity rises this is only made possible by an increase in efficiency. According to Hasibuan, (2003) (time, materials, labor) and work systems, production techniques and an increase in the skills of the workforce. Work productivity according to Siagian, (2014) is the ability to produce goods/services from various resources and abilities possessed by each worker/employee.

a. Motivation

Leaders always provide motivation to all employees to be more enthusiastic about working, because encouragement/enthusiasm to all employees to continue working, be responsible, have a good work ethic in order to increase high work productivity which can improve performance, motivation and encouragement are often conveyed at every opportunity at apples, leadership staff meetings always motivate their staff to work harder, have dedication and high enthusiasm for work. This means that the Leader pays full attention to the condition of his subordinates starting from the financial aspect, recognition/award, and welfare so that his subordinates feel comfortable to continue working with a good working atmosphere/culture.

Other motivations that make employees survive are the provision of salaries according to needs

based on laws and regulations and the existence of additional income for employees who work outside working hours.

Another motivation that is also given is the provision of rewards and funishment to subordinates who excel in the form of business trips outside the region. In this regard, the Leader also always evaluates the work of his subordinates, conducts coaching, gives directions and instructions for the implementation of tasks to his subordinates. This is in line with Siregar's research results, (2022) With rewards, employees feel more inspired to work and feel more valued at work so that the employee's enthusiasm and performance increases. properly and according to the appropriate standards.

Thus, the leadership, in this case the head of the agency, always motivates employees to encourage the apparatus to always improve the work ethic followed by giving awards to employees who excel, because managers realize that giving awards and additional income can encourage subordinates to work harder so that they can improve performance by so that service improvements can continue to be improved. As explained by Tangkilisan, (2013) Managers can encourage subordinates through attention to their sensitive needs and goals. The more motivated employees are to work positively the better the performance will be. Hasibun, (2017) also emphasized that motivation is done for a. increase employee morale and job satisfaction b. increase employee productivity c. maintain the stability of the company's employees d. improve the discipline of company employees e. streamline the procurement of employees f. create a good working atmosphere and relationship g. increasing loyalty, creativity, and employee participation h. increase the level of employee welfare i. heighten employees' sense of responsibility towards their duties j. improve the efficiency of the use of tools and raw materials

b. Job Evaluation

Leaders have evaluated employees to minimize the occurrence of things that are not desirable and can know the progress and quality of work that is owned and the achievements of the work done by employees. Evaluation of performance in the field of HR development is carried out by the leadership in a variety of ways, starting from 4 times a month, 2 times a month, eating 6 times a month, meaning that the evaluation carried out by the leadership depends on the results or performance of the work of subordinates. If many problems are found, follow-up or evaluation will be carried out. it will be done more often the indicators assessed by the leadership include many things such as the level of employee discipline, employee work results, employee loyalty and other things that are considered important in improving performance. This is an important aspect in quality management because if evaluation is not carried out in stages, the problems that will arise will be difficult to overcome. Therefore, management's way of choosing to carry out evaluations in stages is the most appropriate thing to do because given the limited human resources capabilities possessed by the HR development sector, they are still limited. This is in line with the results of research by Saputra, (2020) shows that the performance evaluation of employees at the Martapura District Office, Banjar Regency, is quite good and must be improved further to achieve the common goals that have been set. In improving public services at the Martapura District Office, Banjar Regency, there are several obstacles such as: employee indiscipline in time and when carrying out work, lack of understanding of their duties and functions, inadequate facilities and infrastructure and lack of training for employees. As for efforts to overcome obstacles to evaluating employee performance in improving public services at the Martapura District Office, the first is that

there must be training that employees must attend in order to develop themselves and work knowledge.

In public organizations, to measure or assess the performance of a civil servant's work is based on several elements which generally do not focus on getting the job done, but instead focus on subordinates' loyalty to superiors and other personal characteristics. Syafri, Alwi, (2014) mentions the elements that are assessed in the performance of a Civil Servant (PNS), namely: a. Loyalty is loyalty, obedience to the 1945 Constitution, the state and government, b. Work performance is the result of work achieved by a civil servant (PNS) in carrying out the tasks assigned to him. 3. Responsibility is the ability of a civil servant to complete the work assigned to him in a timely manner and dare to take risks for the decisions he takes or the actions he takes. 4. Obedience is the ability of a civil servant to comply with applicable laws and official regulations, obey official orders given by an authorized superior, and the ability not to violate prescribed prohibitions. 5. Honesty is the sincerity of a civil servant in carrying out his duties and authority not to abuse the authority given to him. 6. Collaboration is the ability of a Civil Servant to cooperate with other people in completing a specified task, so as to achieve maximum efficiency and results. 7. Initiative is the ability of a civil servant to make decisions, take steps or carry out an action. as well as the ability not to violate the specified prohibition. 5. Honesty is the sincerity of a civil servant in carrying out his duties and authority not to abuse the authority given to him. 6. Collaboration is the ability of a Civil Servant to cooperate with other people in completing a specified task, so as to achieve maximum efficiency and results. 7. Initiative is the ability of a civil servant to make decisions, take steps or carry out an action. as well as the ability not to violate the specified prohibition. 5. Honesty is the sincerity of a civil servant in carrying out his duties and authority not to abuse the authority given to him. 6. Collaboration is the ability of a Civil Servant to cooperate with other people in completing a specified task, so as to achieve maximum efficiency and results. 7. Initiative is the ability of a civil servant to make decisions, take steps or carry out an action. Collaboration is the ability of a civil servant to cooperate with other people in completing a specified task, so as to achieve maximum efficiency and results. 7. Initiative is the ability of a civil servant to make decisions, take steps or carry out an action. Collaboration is the ability of a civil servant to cooperate with other people in completing a specified task, so as to achieve maximum efficiency and results. 7. Initiative is the ability of a civil servant to make decisions, take steps or carry out an action.

To optimize performance evaluation implementation, it is necessary to consider forming an employee performance appraisal team by involving employees who meet certain requirements. This team is tasked with assessing the performance of employees in their respective work units.

c. Supervision

Supervision of work carried out by the Leader and the team has been carried out in stages by the team. The parties who carry out supervision include OPD leaders, unit heads, fields, and others and the benchmarks in evaluating apparatus performance are indicators of performance contracts, accuracy, accuracy in completing each assigned task field so that the output and outcome performance becomes more effective with efficient and measurable timeliness which is the benchmark in evaluating apparatus

performance, namely performance contract indicators, accuracy, accuracy in completing each assigned task area so that performance outputs and outcomes become more effective with efficient and measurable timeliness. This is in line with the results of Immanuel's research, et al (2023) explained that BKPSDM is still far from the public expectations of Murung Raya Regency and statutory provisions. BKPSDM has not objectively carried out its duties in accordance with its roles and functions as stipulated in laws and regulations. BKPSDM is still very weak in managing employee data

The strategic steps taken by the local government as evaluation material include four steps, namely the career pattern of apparatus that needs to be addressed, promotions based on careers, and checklist competencies to be considered, mutations in the rotation of personnel placement based on specific areas of expertise or competence.

The importance of supervision in management is needed in a business because we have to ensure that all work can be completed according to what we want. Supervision management for civil servants in accordance with Article 15 of Law No. 5 of 2014 and Article 51 of Government Regulation No. 11 of 2017 explains that those who have duties and responsibilities for employee supervision are supervisory positions as responsible for overseeing the implementation of activities carried out by executive officials covering public services, government administration, and development

Thus, monitoring is one of the management processes that must be carried out by the leadership to see how far the level of relevance of program planning is to the realization in the field, as explained by Manullang (2014: 173) confirms that supervision is defined as a process for implementing what work has been carried out, evaluate and if necessary correct with the intention that the implementation is in accordance with the original plan. From the above opinion it can be said that supervision is the duty and responsibility of the leadership to conduct research or review of the subordinates or the organization they lead. In the event of irregularities or irregularities, the leadership can immediately take steps to control, refine,

d. Work environment

The work environment in the HR development sector is quite good, but is still constrained by the condition of the room and the limited provision of facilities and infrastructure. An adequate work environment will certainly make ASN in Depok City feel at home working, so that the enthusiasm and work enthusiasm of employees arises in carrying out their work, so that work discipline and performance increase (Astria, et al, 2015). While the work environment is inadequate, this can interfere with the concentration of ASN in carrying out their work and can cause errors at work so that their performance will decrease. The results of this study indicate that in order to achieve ASN job satisfaction in the Depok City Government, This condition is in line with the results of research by Putra, et al (2013) that there is a significant influence between the work environment on employee performance. From the Supporting Informants, information was obtained that the work environment is everything around the ASN in the Depok City Government that can influence employees in carrying out their duties. The condition of a

good working environment is one of the supporting factors for ASN productivity, which in turn has an impact on increasing the level of performance.

e. Equipment and Facilities

Equipment and facilities are the most important factors in determining whether or not a job will have implications for the quality of work produced. If the equipment and facilities are adequate, then all work certainly does not achieve optimal results. Equipment and facilities owned as supporting facilities are still not optimal, due to the limited amount of budget available to support activities to increase human resources both for employees within BKPSDM itself and other OPDs so that performance achievements have not reached the target. This is in line with the research results of Andra, et al (2018) showing that the effectiveness of the performance of the State Civil Apparatus in the Sungai Dama Village is quite good, but not optimal because there are still several obstacles that occur, namely the lack of facilities infrastructure and also the lack of human resources, these two inhibiting factors make the public service process not work optimally. This is also in accordance with the explanation according to Tjiptono, (2012: 175) physical facilities and infrastructure that can be relied on by the condition of the surrounding environment are clear evidence of the services provided by service providers. This includes physical facilities. Parasuraman, (2001: 32) also views physical evidence in service quality as a form of physical actualization that can be seen or used by employees in accordance with their use and utilization which is felt to help services and can be accepted by people who want services, so that they are satisfied with the services provided. felt, which at the same time shows work performance for the provision of services provided.

CONCLUSION

Based on the explanation of the results of the research and discussion, the conclusions of the researchers are as follows:

a. The effectiveness of apparatus performance in improving services in the field of human resource development at BKPSDMBuol District, includes: a). adaptability, b). work performance, c). job satisfaction is good, but not optimal because the quality of human resources is still low and the job satisfaction of personnel at BKPSDM is not in accordance with the working conditions and field of knowledge possessed, and the ability to adapt to employees has not been able to improve apparatus performance optimally, and employee performance is still low

The factors that determine the effectiveness of apparatus performance in improving services in the field of human resource development at BKPSDM Buol Regency include: a). Timeliness, b). Subordinate tasks, c). productivity, d). motivation, e). work evaluation, f). supervision, g). work

environment, h). equipment and facilities are good to support service performance but the timeliness factor is still lacking, because there is still low compliance of apparatus, subordinate tasks, productivity is still not optimal because there are several employees who do not carry out their duties so that the level of work completion is hampered and the availability of facilities is still not optimal and the budget is still lacking, thereby reducing the effectiveness of performance in improving services.

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