

Improving the Quality of Human Resources in Developing the Performance of the State Civil Apparatus

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ABSTRACT

When it comes to ASN's ability to perform out their assigned tasks and responsibilities in a professional and efficient manner, a high-quality human resources department is widely regarded as a critical aspect. The purpose of this study is to investigate the initiatives that have been taken to enhance the level of human resources (HR) in order to boost the efficiency of the state civil apparatus (ASN). This investigation was carried out in Comprang District, which is located in Subang Regency, by making use of a qualitative approach and the method of case study. For the purpose of this investigation, data was gathered by conducting in-depth interviews with ASNs who play a role in the management and development of human resources within important government institutions. In addition, document analysis and observations were carried out in order to acquire a full comprehension of the current circumstance. According to the findings of this research, enhancing the quality of human resources in the process of developing ASN performance in the Comprang sub-district can be accomplished through the provision of general orientation, the facilitation of employee needs, the socialization of technical instructions, the provision of opportunities to increase employee capabilities in academic improvement, and the involvement of technical guidance and employee training.

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INTRODUCTION

Human resources are the most important aspect of an organization, regardless of its form or function, because it is founded on various visions for the benefit of humans. (Kalangi, 2015) Due to the significance of human resources in an organization, every organization must hire qualified and productive employees to operate the business. According to Sayuti Hasibuan (2000), human resources consist of all individuals involved in an organization's pursuit of its objectives. Obviously, this requirement will vary based on the internal conditions of the organization and the external environment (Hasanudin, 2023b).

The emphasis on human resources as a valuable organizational capital reflects the week's emphasis on ethereal rather than tangible resources (Hasanudin & Budiharjo, 2021). According to (Becker, 1985), investments in human resources are intended to yield long- and short-term benefits for the organization. Through their skills and abilities, employees will be motivated to continue their education in order to create a superior business environment.

According to Firdaus (2018), human resources play a vital role as a driver of other resources and have a strategic position that leads to the realization of corporate organizational performance with a competitive advantage. The growth of an organization's human resources has a direct bearing on that organization's profitability (Hasanudin, 2023a) Therefore, it is recommended that every company carry out training and development programs for their employees in order to



maximize employee performance in the area of making the most valuable contributions possible. This is also connected to the productivity of an organization and has the potential to boost both the efficacy and efficiency of work (Rohida, 2018).

Improving the quality of human resources may be characterized as a series of systematic and planned activities meant to facilitate people with the abilities needed to satisfy job expectations, both now and in the future. These activities are organized with the intention of improving the quality of human resources (Nurwulandari et al., 2022). In addition, an effort that is both planned and sustainable on the part of the organization to enhance the employee competence and organizational performance through the implementation of various training, education, and development programs. What steps need to be taken to ensure that development projects are carried out in an organized and environmentally responsible manner (Laili, 2016).

As an element of the state apparatus that occupies a central position, the State Civil Apparatus (ASN) has a function both as a development planner, as well as as an executor of development in order to achieve predetermined development goals (Chariah et al, 2020). According to law no. 43 of 1999 concerning amendments to law no. 8 of 1974 concerning staffing principles states that "ASN development) is carried out based on a work performance system and a career system that focuses on work performance systems". So that it is hoped that regional bureaucrats will be able to increase professionalism and be able to take preventive action under any circumstances. Efforts are being made to present them as employees who are clean and dignified and able to uphold discipline with full sincerity in carrying out the duties and responsibilities entrusted by the government and society (Isnaini, 2013).

Therefore, increasing the overall quality of the state's civil apparatus through the use of training plays a significant part in the process of successfully implementing the work. Because of this, the final step in the process of ensuring that employees have the information and abilities necessary to perform their jobs is to coach them. In light of the significance of the number and quality of human resources, it is imperative that every organization, including government organizations and non-governmental organizations, offer some sort of direction. (Sunusi, 2015).

Improving the quality of Human Resources (HR) has long been the main focus of the Comprehending District Government in organizational development and development, including in the context of the state civil apparatus (ASN). As an important element in the administration of effective government, the performance of ASN plays a central role in providing quality public services, implementing appropriate policies, and achieving national development goals.

However, the complex challenges faced by ASN in carrying out their duties and responsibilities require continuous improvement in the quality of human resources. Dynamic changes in technology, increasingly complex societal demands, and increasing global competition demand ASN to have relevant and up-to-date skills and knowledge (Arifin, 2013).

This study aims to examine efforts to improve the quality of human resources in order to develop the performance of the state civil apparatus in Comprehending District, Subang Regency. Improving the quality of human resources is considered a fundamental solution in increasing the effectiveness and efficiency of ASN in carrying out their duties. By strengthening the quality of human resources, it is hoped that ASN will have the competencies needed to face various challenges, be able to adapt to change, and provide quality public services to the community.

LITERATURE REVIEWS

Quality of Human Resources

Quality is a dynamic condition that influences products, services, people, processes, and the surrounding environment that meet or exceed customer expectations. So that the definition of service quality can be understood as an effort to satisfy the needs and desires of consumers and the precision of their delivery in meeting consumer expectations. The development of the quality of human resources is an endeavor to increase morale and enhance human technical skills through education and training (Bariqi, 2018).

According to Robbins, the purpose of HR quality, as cited by Aisyah et al (2017), can be measured by success; (1) increasing theoretical ability is an individual's capacity to perform various tasks in a job, (2) increasing technical ability is a method or system for performing a job, and (3) increasing behavioral ability is a combination of the two. (3) Increasing conceptual ability is being able to predict everything that pertains to the target to be addressed; (4) Moral improvement is being able to carry out coordination, being able to work together; always attempting to avoid reprehensible acts, and being able to be willing to develop oneself; and (5) Increasing conceptual ability is being able to predict everything that pertains to the target to be addressed;

Employee Performance

According to Mangkunegara (2011), performance is the end outcome of an employee's efforts in both quality and quantity as he carries out his obligations. Paying close attention to performance is essential for any business. Defining performance is just one of several factors that must be considered when evaluating performance. According to Prawirosentono (2008), performance is the end result of work that can be accomplished by an individual or team within an organization in accordance with their assigned roles and responsibilities in order to legally and morally accomplish the organization's stated goals.

METHODS

The research method employed in this study is qualitative research. The qualitative approach is defined as a research procedure that generates descriptive data in the form of written or spoken words from people or observed behavior (Sugiyono, 2011). The case study method was applied in this study at the Comprang District office in Subang Regency. This method allows researchers to acquire a thorough picture of the current situation by conducting in-depth interviews with ASNs who manage and develop human resources in the Comprang District. In addition, document analysis and observations were conducted to get a thorough grasp of the context and present practice.

RESULTS AND DISCUSSION

No matter how good the improvement in the quality of Human Resources has been made by an employee accompanied by its goals, the plan will not become a reality without systematic Human Resource development. Because the development of human resources itself is a decision that is taken now about what to do in the future, it means that an employee who has determined his career plan needs to take steps either from the employee himself or from the office. And here it needs to be emphasized that even though the apparatus resource management section can play a role in human resource development activities, actually the employee is the most responsible because he is the one who has the most interest and will enjoy the results.

As for the forms of planning for improving the quality of human resources in the Comprang sub-district, an overview of the forms of employee development is obtained, including providing general orientation (direction process and communication process), facilitating employee needs, disseminating technical instructions in implementing a program, providing opportunities to increase the ability of employees in academic improvement, and include technical guidance and employee training.

a) Providing general orientation (briefing process and communication process)

The provision of general orientation is a process of briefing and communication given to new employees or employees who have been transferred to the Comprang District. Through this process, employees are introduced to the work environment, organizational structure, work culture, applicable policies and procedures, as well as the duties and responsibilities involved in carrying out public services in the sub-district.

The briefing process ensures that employees understand the roles and expectations assigned to them, and highlight the values that are upheld within the organization. In this case, employees are given an understanding of organizational goals, vision, mission, and values that must be applied in carrying out their daily tasks. General orientation also provides an opportunity for new employees or moving employees to meet co-workers, superiors and other members of the organization, thereby expanding the network and building good relationships.

By providing a good general orientation, Compreng District can create a strong foundation for employees to develop their performance. Employees will have a clear understanding of their duties and responsibilities, and understand the values and expectations of the organization. In addition, effective communication also allows employees to stay connected and informed about the latest developments in the sub-district.

b) Facilitate employee needs

The purpose of facilitating employee needs is to provide employees with the resources and support they need to reach their full potential and improve overall performance. Employee needs can cover a variety of things, such as developing skills and knowledge through training and further education, employee welfare, a conducive work environment, and support in overcoming challenges or obstacles that may be encountered in carrying out daily tasks.

Through training and education programs, employee needs for skills and knowledge development can be met. In order to improve the qualifications and competence of employees, training that is relevant and related to the duties carried out must be provided. This not only enhances the capabilities of individual employees, but also benefits the organization in the long run by having employees who are more competent and ready to deal with continuous change.

In addition, facilitating the needs of employees also involves aspects of employee welfare. These benefits can include work-life balance, occupational health and safety, and appropriate incentives and rewards. Support in this case can include policies that support work flexibility, health and welfare programs, as well as recognition of employee achievements. Setting a conducive work environment is also part of facilitating employee needs. A supportive, inclusive and collaborative environment can provide a sense of comfort for employees to develop and contribute optimally. This includes factors such as adequate facilities, open and transparent communication, as well as a positive and growth-supporting organizational culture.

c) Disseminate technical guidelines in the implementation of a program

In implementing programs or activities in the Compreng District, there are technical instructions detailing the steps that must be taken, the quality standards that must be achieved, and the actions that must be taken. Socializing these technical guidelines is important so that all employees have the same understanding and are consistent in carrying out their duties. The socialization process can be carried out in various ways, such as program introduction meetings or meetings, delivering presentations, distributing written guidelines, or through internal communication platforms. In socialization, it is important for the responsible party to convey clearly and in detail the applicable technical instructions, provide an explanation of the objectives, procedures and expectations associated with the program.

Disseminating technical instructions not only helps employees understand what must be done, but also provides an understanding of the importance of quality standards and adherence to established procedures. Thus, employees can avoid mistakes, minimize risks, and run programs with consistency and effectiveness. In addition, socialization can also provide an opportunity for employees to ask questions, clarify, or provide input related to the technical instructions submitted. This creates a space for two-way communication between employees and those providing instructions, thus enabling better understanding and collaboration in program implementation.

d) Providing opportunities to increase the ability of employees in academic improvement.

Providing opportunities to increase the ability of employees in academic improvement is an effort made in developing employees and improving the quality of human resources in the Compeng District. Academic improvement can include various activities, such as attending further education programs, specialization training, seminars, workshops, or taking courses related to each employee's field of work. Through this opportunity, employees can broaden their knowledge, develop new skills, and enhance their job-relevant competencies.

It is important to note that academic advancement is not only limited to formal education. Opportunities to take part in specialization training, seminars or workshops also provide added value in employee development. These activities can provide updates regarding the latest trends, technologies or best practices in the areas of work of employees, thereby enriching their knowledge and skills.

By providing opportunities to increase the ability of employees in academic advancement, Compeng District encourages the personal and professional development of employees. This reflects the district's commitment to respecting and supporting employee growth, as well as making a positive contribution to improving the overall quality of human resources. By having staff with updated knowledge and skills, sub-districts can face complex challenges, provide better services to the community, and achieve desired development goals.

e) Participate in technical guidance and employee training

Technical mentoring is a process that involves direct teaching and mentoring from someone who has expertise or experience in a particular field. Technical guidance can be in the form of in-depth explanations of specific aspects of the job, use of tools or technology, or implementation of the latest policies and procedures. By engaging employees in technical guidance, they can gain a better understanding of best practices and innovations in their work areas.

Employee training is a training program organized to improve the skills and knowledge of employees in certain fields. Training can take place in the form of seminars, workshops, or courses that focus on developing technical, managerial, or leadership competencies. By enrolling employees in training, they can hone skills relevant to their work and gain new insights that can be applied in their daily work contexts.

Including technical guidance and employee training has significant benefits. First, employees can develop the necessary competencies to carry out their duties more effectively and efficiently. Technical guidance and training provide opportunities for them to acquire up-to-date knowledge, master new skills, and learn best practices in their field of work. In addition, involving employees in technical assistance and training also increases motivation and job satisfaction. When employees feel supported and given the opportunity to develop themselves, they feel valued and have the opportunity to grow and develop professionally. This contributes to increasing employee loyalty and attachment to the organization.

CONCLUSION

This study aims to explore and describe the steps in improving the quality of human resources in developing the performance of the State Civil Apparatus (ASN) in the District of Compeng. Through the analysis that has been done concluded that steps such as providing general orientation, facilitating employee needs, disseminating technical instructions, providing opportunities to increase employee capabilities in academic improvement, and involving technical guidance and employee training are effective strategies in improving the quality of human resources and the performance of the State Civil Apparatus in the Compeng District. . By implementing these measures, the sub-district can create a work environment that supports employee growth, enhances their competence, and provides quality public services to the community.

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