



IMPLEMENTATION OF THE POLICY TO IMPROVE THE QUALITY OF HUMAN RESOURCES AT THE SERUYAN REGENCY PERSONNEL AND HUMAN RESOURCE DEVELOPMENT AGENCY

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Abstract

To improve the quality of training attended by employees, technical training is training related to management tasks such as planning, organizing, motivating, and supervising. These tasks are related to the implementation of the main administrative tasks. The number of BKPSDM employees of Seruyan Regency who have attended this technical training is quite small, and employees who are in the position The purpose of the Pim Training is to improve leadership skills, which means being able to describe the organization's vision and mission into organizational programs and ensure the success of the implementation of established programs. Although very different, training and development are closely related to each other. While development focuses on increasing the productivity of workers in the future, training aims to improve employee skills. The young age condition in Seruyan Regency is always used to justify the lack of experience of BKPSDM employees. BKPSDM has not provided adequate training to overcome the limited number of employees in terms of experience. Obedience of BKPSDM employees measured by their obedience to laws, regulations, and leaders. Obedience to laws is measured by following the orders or directions of leaders and implementing laws in accordance with their respective main tasks and functions. The results of BKPSDM's work are still far from public expectations and the legislation of Seruyan Regency. BKPSDM has not carried out its duties objectively in accordance with the functions and roles stipulated in the laws and regulations. Personnel archives, employee data management, the Personnel Information System (Simpeg), and the preparation of the Ranking List (DUK) are all still major problems for BKPSDM. BKPSDM does not make technical guidelines on coaching, disciplinary enforcement, public complaints, welfare, and the legal status of regional employees. To improve the quality of human resources of the State Apparatus, BKPSDM also does not prepare materials to determine needs.



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INTRODUCTION

The implementation of regional autonomy as stipulated in Law Number 23 of 2014 concerning Regional Government gives broad authority to local governments to regulate and manage their own households. This authority includes the management of institutions, authorities, apparatus, documents, finance, and other strategic activities that have potential. This policy is a continuation of the reform of the local government system since the enactment of Law Number 22 of 1999 which was later perfected by Law Number 32 of 2004, and renewed again through Law Number 12 of 2008. The main purpose of the change is to strengthen the capacity of the regions in carrying out their own affairs while still referring to the principle of the Unitary State of the Republic of Indonesia.

The new paradigm brought about by this law emphasizes greater autonomy to district and city governments. This authority is not only administrative, but also substantive, by providing space for regions to innovate in governance. The implementation of this policy cannot be separated from the supervision and legal framework that applies, so that local

governments remain under the control of the national system. This also requires the strengthening of human resources who are able to support the implementation of government affairs independently and responsibly.

The implications of this change in the government system are very felt in the personnel sector. The amendment of Law Number 8 of 1974 to Law Number 43 of 1999 concerning Personnel Matters is clear evidence that human resource management is a central point in the success of regional autonomy. ASN is expected to be able to provide services in a fair, neutral, and free from political intervention. Professionalism is the main keyword in building a civil apparatus with integrity and competitiveness.

For this reason, civil servants are not only required to have technical competence, but also global insight, moral integrity, and proficiency in innovation. Performance appraisal is no longer only oriented towards attendance and discipline, but on real work results that have a direct impact on society. A career development system based on work performance is a solution to create ASN that is adaptive to change. In this context, the professionalism of ASN is not just jargon, but must be realized in every aspect of public service.

Effective human resource management will have an impact on improving the regional economy through the optimization of public services. The low quality of human resources will lead to poor governance. On the contrary, improving the quality of human resources will accelerate development and improve community welfare. Yudoyono (2001:60) emphasized that the quality of human resources is the most dominant element in the success of regional autonomy. Therefore, HR management is no longer just an administrative routine, but must be designed strategically and systematically.

To answer these challenges, various human resource development programs have been implemented by local governments, including in Seruyan Regency through the Personnel and Human Resources Development Agency (BKPSDM). These programs include improving the quality of the apparatus through training and continuing education, the implementation of pre-service and leadership training, and the provision of opportunities for postgraduate learning assignments. This is very important considering that there are still many BKPSDM employees who have secondary education or baccalaureate, so capacity building is a must.

However, in practice, the Seruyan Regency BKPSDM still faces a number of challenges in improving the quality of human resources. One of the main obstacles is the lack of budget and the lack of competent management human resources. In addition, the lack of optimal strategic planning in the development of ASN careers has caused some training programs to not run effectively and sustainably. In fact, the challenges of the times are increasingly complex and require civil servants who are ready to face changes quickly and responsively.

This research is important and relevant because it sees firsthand the reality faced by the Seruyan Regency BKPSDM in carrying out its strategic function as a personnel management institution. The inability to optimally design and execute human resource development policies has the potential to slow down the pace of bureaucratic reform in the regions. Therefore, this study is directed to examine in depth the implementation of the policy to improve the quality of human resources and explore the inhibiting factors that arise in the implementation process.

The title chosen in this study is "Implementation of Policies to Improve the Quality of Human Resources at the Personnel and Human Resources Development Agency (BKPSDM) of Seruyan Regency, Central Kalimantan Province." This study uses a qualitative approach with a phenomenological study type. This method was chosen because it can capture and

understand the hidden meaning behind the social phenomenon that takes place in the local government bureaucracy, especially in the management of human resources policies.

Phenomenology focuses on the subjective experience of individuals in carrying out policies, so researchers try to avoid assumptions or theoretical biases that can obscure empirical reality. Data obtained through interviews, observations, and documentation will be processed to describe how the HR quality improvement policy is implemented, the extent of its effectiveness, and what are the inhibiting factors. With this approach, it is hoped that this research can make a concrete contribution to the development of better human resources policies in the future.

METHODOLOGY

This research uses a descriptive qualitative approach, which aims to understand and describe social phenomena based on facts in the field. This approach was chosen because it is in accordance with the focus of the research, which is to explore in depth how to implement the policy of improving the quality of human resources (HR) at the Seruyan Regency Personnel and Human Resources Development Agency (BKPSDM). According to Moleong (2012), qualitative research is an effort to understand the realities experienced by research subjects naturally, such as behaviors, perceptions, and actions that occur in the context of their daily lives, which are then described in the form of words or narratives. This approach allows researchers to interpret the informants' direct experiences in a complete and comprehensive way, rather than simply measuring them in numbers or statistics.

This study aims to find out how the implementation of the policy to improve the quality of human resources in the Seruyan Regency BKPSDM is carried out, both in terms of processes, obstacles, and its impact on the professionalism of the state civil apparatus. The research was carried out at the Seruyan Regency BKPSDM office located at Jalan Ahmad Yani, Central Kalimantan Province, with a research period lasting four months, namely from December 2024 to March 2025. During this period, the researcher conducted a series of data collection through direct interaction with the main source.

The data sources in this study are divided into two, namely primary data and secondary data. Primary data was collected directly from informants through in-depth observation and interviews. The main informants consist of the Head of BKPSDM, Secretary, Head of Mutation, Head of Competency Development, HR Analyst, First Expert Apparatus, and employees who have direct involvement in the implementation of HR policies. Meanwhile, secondary data is obtained from official documents, activity reports, policy archives, and relevant literature references, which support information from primary data and provide a theoretical framework in the analysis.

In data collection, the researcher used three main techniques, namely observation, interview, and documentation. Observation is carried out by directly observing the work process, employee interaction, and internal dynamics in the implementation of HR policies. Interviews are conducted in depth to key informants who have relevant knowledge and experience. This interview technique is semi-structured to provide a wider space for exploration of the information provided by the source. In addition, documentation is used to complete and verify the results of interviews and observations, such as ASN education data, training records, personnel records, and photos of related activities.

The data analysis in this study follows the model of Miles and Huberman (1992), which includes three main stages: data reduction, data presentation, and conclusion drawing or verification. Data reduction is done by filtering information that is considered relevant and simplifying the data to make it easier to analyze. The presentation of data is carried out in the form

of descriptive narratives and tables, which make it easier to read patterns and trends in policy implementation. The final stage is the drawing of conclusions, which is carried out continuously throughout the data collection process, and reinforced through a cross-verification process from various data sources to ensure its validity.

The validity of the data is maintained through the source triangulation technique, which is comparing information obtained from various informants, methods, and supporting documents to ensure the consistency and validity of the data. This triangulation is important so that the research results are not biased and truly reflect objective conditions in the field. The researcher also reconfirmed to the resource persons to avoid misinterpretation of the information provided.

With this approach, the research is expected to be able to describe in detail and completely how the implementation of the HR quality improvement policy is implemented, including its effectiveness, obstacles faced, and improvement efforts. This research is also expected to make a theoretical and practical contribution to the development of HR management policies in local governments, especially in an effort to build a bureaucracy that is professional, competent, and responsive to the needs of the community.

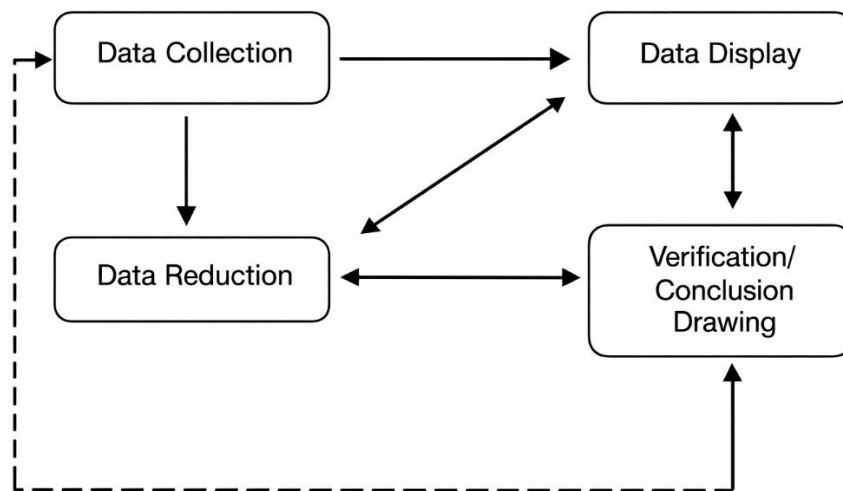


Figure 1. Four main components in a qualitative data analysis model according to Miles and Huberman

Description :

1. Data Collection: The initial process of obtaining information from various sources such as interviews, observations, and documentation.
2. Data Reduction: The process of selecting, focusing, simplifying, and transforming raw data into a more organized form.
3. Data Presentation: The organization of data that has been reduced into easy-to-understand forms, such as tables, graphs, or narratives, to facilitate the drawing of conclusions.
4. Conclusion Drawing and Verification: The process of interpreting data to find meaning, patterns, or relationships, as well as verifying the conclusions drawn.

RESULTS AND DISCUSSION

Based on the results of the author's interview with Akhmad Hidayat, M.T., M.Sc., as the Head of BKPSDM Seruyan Regency, information was obtained that most of the employees had a bachelor's education. They are spread across various local government positions. However, there are still employees with DIII, DII, DI, and high school educational backgrounds. This shows that there are still shortcomings in terms of educational provision, especially for non-undergraduate employees who should have met the minimum qualifications of S1 education (Interview, February 11, 2025). Employee education is inseparable from training, which is a strategic effort in the development of human resources, both in terms of intellectual and personality abilities (Notoatmodjo, 1992:27).

In the context of government organizations, the terms education and training are often combined into training. Training is an integral part of the process of improving employee quality. Training is defined as an activity designed to equip employees with the knowledge and skills needed to carry out their current duties (Mondy, 2010:254). Information on the implementation of the training was revealed by Agus Dianto, S.H., that the available training includes National Leadership Training (PKN/PIM II), Administrator Leadership Training (PKA/PIM III), and Supervisory Leadership Training (PKP/PIM IV), as well as technical and functional training. At the Seruyan Regency BKPSDM, one person has participated in PIM II Training, two people have participated in PIM III, and several structural and functional officials have participated in training according to their positions (Interview, February 11, 2025).

Although training is available, the lack of experience of employees, especially those who are still new and have a high school education background, is an obstacle in public services, especially in the aspect of the use of information technology. Agus Dianto added that the limited experience and mastery of technology among civil servants is a challenge in improving the speed and quality of public services in the personnel sector (Interview, February 11, 2025).

The same thing was expressed by Siska Fitriani, S.E., who stated that some staff were unable to complete their tasks properly due to limited abilities. As a result, the workload often accumulates on several competent staff, which leads to delays in completing tasks and creating the impression of disobedience to superiors (Interview, February 11, 2025). This reflects the uneven capacity of employees to carry out organizational orders effectively.

Furthermore, based on an interview with Siska Fitriani, S.E., it was also revealed that the implementation of electronic government has not been running optimally in Seruyan Regency. The lack of support for regional apparatus and limited internet infrastructure are the main causes. This condition shows that the quality of e-government implementation has not been fully supported by the readiness of resources and technology (Interview, February 11, 2025).

In terms of quantity, each field in BKPSDM has carried out its duties according to its function. The Mutation, Promotion, and Information Division of ASN has compiled the needs of CPNS and regulated mutations. Meanwhile, the Division of Competency Development, Performance Assessment, and ASN Discipline facilitates training and recommends employees to participate in training at the provincial and central levels. Agus Dianto emphasized that his party is tasked with serving regional heads in personnel administration in accordance with laws and regulations (Interview, February 11, 2025).

However, Akhmad Hidayat, M.T., M.Sc., revealed that there are still many tasks that are not optimal due to the placement of employees who are not in accordance with their educational background and competence. These inconsistencies cause the effective implementation of tasks (Interview, February 11, 2025). This shows the importance of a competency-based employee placement system.

The Seruyan Regency BKPSDM has 45 employees consisting of 32 civil servants and 13 PPPK. The quality of human resources is measured by the level of education, experience, training, and obedience to the rules. In terms of education, there are still employees with a high school background, although some are continuing to the S1 or S2 level. Training is seen as an important process to improve the technical skills, attitudes, and morale of civil servants. Simamora (2006) and Gomez (2003) emphasized that training should be continuous given the increasing complexity of tasks.

Work experience is also an important factor in the formation of ASN competencies. Experience is not only measured by length of work, but also by the intensity of involvement in meaningful tasks that form knowledge and skills (Matutina, 2001). Compliance with laws and regulations and organizational rules is also an indicator of work discipline. However, there are still employees who do not understand the rules in depth and only rely on the instructions of their superiors. Some even neglect their duties and impose the work on other colleagues.

The Seruyan Regency BKPSDM has not been optimal in carrying out its duties according to the regulations. Public service standards as stipulated in Law No. 25 of 2009 have not been drafted and implemented. As a result, the effectiveness of services is still low, and Seruyan Regency is in the red zone category. BKPSDM has also not provided guidance to regional apparatus in compiling service standards. Service standards should be a benchmark to ensure fast, affordable, and measurable public services.

In terms of efficiency, BKPSDM still faces various obstacles. Staffing services such as departures, mutations, and retirements are often delayed due to unintegrated administration and repetitive manual procedures. Dwiyanto (2008) refers to efficiency as the optimal comparison between service inputs and outputs. Good service should ease the burden on users, both in terms of cost and time.

Factors that affect the implementation of HR quality improvement policies in BKPSDM include organizational structures that are still power-oriented, vision and mission that are not in line with performance, low employee competence, weak management information systems, and limited technological facilities and infrastructure. In the interview, the employee mentioned that the bureaucratic structure is regulated based on the instructions of the regional head and not entirely referring to the applicable technical regulations.

Table 1. Factors that affect the implementation of the policy to improve the quality of human resources in BKPSDM Seruyan Regency

Factor	Influence Description	Influence Level (%)
Education	Some employees are still in high school; Further education is needed for professionalism.	65
Training	Leadership and technical training improves employee knowledge and skills.	70

Experience	Lack of work experience has an impact on the low ability of public services.	60
Obedience	The level of discipline and compliance with the rules still varies.	55
Information Technology Facilities	IT facilities are limited, affecting service delays and data processing.	50
Information Systems Manajemen (SIM)	Staffing data is not accurate and procedures are not transparent.	45
Suitability of Employee Placement	Employee placement is often inappropriate for educational backgrounds.	40
HR Competencies	HR in general is less responsive and does not fully understand technical tasks.	60

The vision and mission of BKPSDM which states commitment to quality service has not been fully internalized in the organization's performance. Ideal vision is often not accompanied by consistent execution. The available human resources even though they meet educational qualifications, in terms of technical competence and integrity are still low. The personnel management information systems used, such as SIMPEG, are not optimal due to data and network limitations.

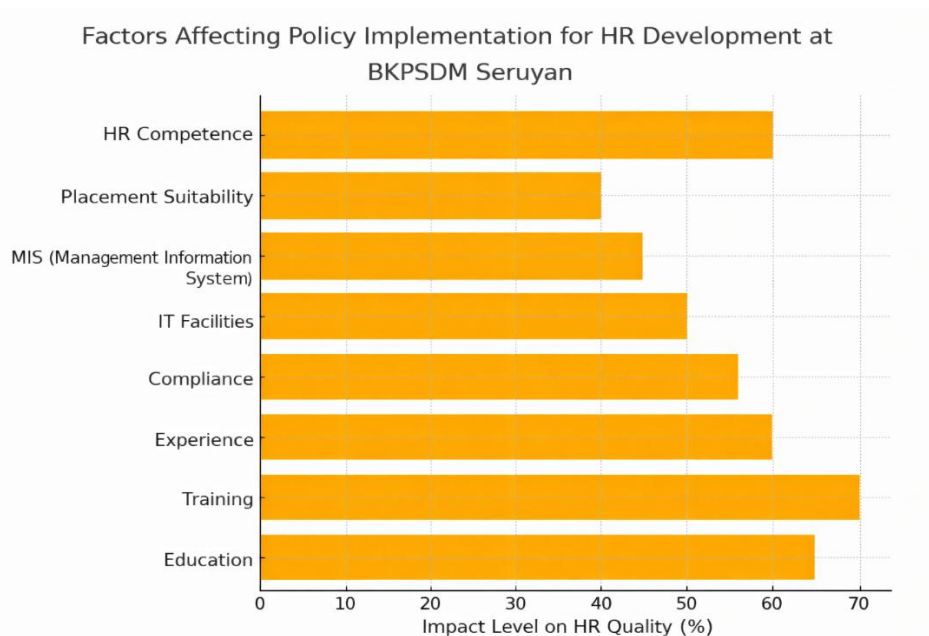


Figure 2. Analysis graph Factors that affect the implementation of HR quality improvement policies in BKPSDM Seruyan Regency

Finally, the available information technology facilities are not yet able to present accurate and real-time data. Although computers and software are available, the quality of data services is still not optimal. Information is often untimely and irrelevant. This shows that even if the hardware is available, the quality of its management still needs to be improved.

CONCLUSION

Based on the results of the study and analysis of the implementation of the policy to improve the quality of human resources in the Seruyan Regency BKPSDM, it can be concluded that the implementation of this program has been directed to strengthen institutional capacity through more effective internal and external coordination, integrated system development,

and apparatus development through education, training, and mindset change. Although various programs have been facilitated in accordance with the needs of local governments and applicable regulations, there are still challenges in the aspect of placement of employees who are not in accordance with competence, limited infrastructure, and dominance of interest groups in the bureaucracy. Efforts to optimize the implementation of this human resource development program emphasize the importance of improving cross-sector communication, structuring a holistic institutional system, and creating a professional work culture. In the future, synergy between the local and central governments, as well as adjustments to regional strategic planning, is expected to be able to produce officials who are qualified, responsive, and ready to respond to the dynamics of Seruyan Regency's development in a sustainable manner.

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Hopefully the results of this study can make a positive contribution to improving the quality of ASN performance management, especially through the use of the E-Performance system in government agencies.

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