



Local Government Policy for Development State Civil Apparatus Human Resources (ASN) Regional Secretariat of Tambrauw Regency

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Abstract: Civil Servants (PNS) are the main elements of human resources who have an important role in determining the success of governance and development. This study aims to describe government policies towards improving the quality of human resources for the State Civil Apparatus (ASN) at the Regional Secretariat of Tambrauw Regency. This research is included in the type of qualitative research. The sample in this study was 11 ASNs in the Regional Secretariat of Tambrauw Regency. The results of this study indicate that local government policies for human resource development have been implemented but the implementation has not been evenly distributed, the foundation has not been strong, and the results have not been optimal. This program is not yet strong because it does not yet have a strong legal basis, considering that until now there is no regional regulation that regulates formal education for ASN; the implementation of this program has not been evenly distributed because training for ASN at the regional secretariat has not yet reached all existing ASNs. The results of the implementation of this improvement program have not been optimal because they have not improved their working abilities much.

Key words: Local Government Policy, Formal Education, Human Resources, State Civil Apparatus.

INTRODUCTION

Background

Human resources have an important role in an organization, including in government organizations. Human Resources can be defined as all human beings who are involved in an organization in seeking the realization of the goals of the organization (Hasibuan, 2017). One of the processes to improve human resources is through formal education in the form of learning assignments. Educational study assignments and permits that have been held refer more to the Regent's policy by using authority and power in increasing the capacity of ASN resources in Tambrauw Regency, then the Regent of Tambrauw has carried out a Memorandum of Understanding (MOU) collaboration with UNSRAT (Sam Ratulangi University) Manado by granting echelon III and IV study permits with the aim that ASN officials in occupying a position must have a balance between rank, class, and education besides that also forms the character and ability of a leader to research government policies in order to improve formal and informal education in ASN Tambrauw Regency. HR development can be carried out if the planning is well formulated and more clearly defined. Human resource development is a necessity and strategic step for every local government. An important substance of human resource development in the face of regional autonomy and good governance is a change in

paradigm, attitude, values and behavior of government officials. Therefore, if the quality of the government apparatus is still weak, then of course there are ways to improve and develop it.

According to RI Law no. 23 of 2014 concerning Regional Government emphasizes that all matters have been handed over to the regions, including increasing ASN resources through education and training. In the sense that the regions can regulate and manage all programs through government policies as long as they do not conflict with the law as long as the government can make policies according to regional needs. Tambahau Regency is an autonomous region that has just been expanded with all the shortcomings and limitations of both human development and basic infrastructure development, which is the benchmark for the development of an area that is declared advanced and developed which is measured based on the level of human resources in development.

Table 1. List of Employee Recapitulation at Regional Secretariat of Tambahau Regency

No.	Graduate of	Amount	Information
1	Doctoral degree	0	There isn't any
2	Bachelor s2	10	Active
3	Bachelor degree	44	Active
4	Diploma III	3	Active
5	SENIOR HIGH SCHOOL	52	Active
6	JUNIOR HIGH SCHOOL	8	Active
7	SD	0	Active
Amount		117	

Source: Regional Secretariat of Tambahau Regency in 2023

Based on Table 1, the number of employees at the Tambahau Regency Secretariat is 117 people. There are 10 people with master's degree education level, while 52 people with high school education level. This education is necessary for the development of human resources in order to achieve organizational goals at the Regional Secretariat of Tambahau Regency. To increase ASN resources through education and training as stipulated in RI Law No. 5 of 2014 concerning the State Civil Apparatus, namely that civil servant career development is carried out based on qualifications, competencies, work assessments, and the needs of government agencies article 69 paragraph 1, every ASN has the same rights and opportunities as referred to in paragraph 1, including through education and training, seminars, course, and upgrading of article 70 paragraph 2 and in developing the competencies referred to in paragraph 1 each government agency is required to prepare an annual competency development plan as outlined in the annual work plan of each agency's budget article 70 paragraph 4. The practice of implementing formal education at the Regional Secretariat of Tambahau Regency, there are obstacles that impede the development of human resources in the Regional Secretariat. Political factors and closeness to policy makers make the appointment of training participants and study assignments influenced by nepotism and character. In addition, the implementation of education and training is often not optimal due to the absence of a legal umbrella (PERDA), which covers the implementation of the ASN capacity building program, weak supervision so that training and education leaders are not evenly distributed. In the practice of implementing formal education at the Regional Secretariat of Tambahau Regency, there are obstacles that hinder the development of human resources at the Regional Secretariat. Political factors and closeness to policy makers make the appointment of training participants and study assignments influenced by nepotism and character. In addition, the implementation of education and training is often not optimal due to the absence of a legal umbrella (PERDA), which covers the implementation of the ASN capacity building program, weak supervision so that training and education leaders are not evenly distributed. In the practice of implementing formal education at the Regional Secretariat of Tambahau Regency, there are obstacles that hinder the development of human resources at the Regional Secretariat. Political factors and closeness to policy makers make the appointment of training participants and study assignments influenced by nepotism and character. In addition, the implementation of education and training is often not optimal due to the absence of a

legal umbrella (PERDA), which covers the implementation of the ASN capacity building program, weak supervision so that training and education leaders are not evenly distributed.

Based on the background described in the previous paragraph, the authors conducted a study entitled "Local Government Policy for the Development of State Civil Apparatus Human Resources (ASN) Regional Secretariat of Tambrauw Regency, Southwest Papua Province".

Formulation of the problem

Based on the background and identification of the problem, the formulation of the problems raised in this study are:

1. What is the Government's policy towards improving the quality of human resources for the State Civil Apparatus (ASN) at the Regional Secretariat of Tambrauw Regency?
2. What are the obstacles faced by the Regional Government of Tambrauw Regency in implementing the capacity building policy for the State Civil Apparatus (ASN)?

RESEARCH METHODS

This research is included in the type of qualitative research. According to Moleong (2005) descriptive research is research that seeks to reveal a problem and situation as it is, for this reason researchers are limited to only disclosing facts without using hypotheses. Descriptive research aims to accurately describe individual characteristics and social conditions that arise in society to serve as research objects. So in this case it is not permissible to isolate individuals or organizations into variables or hypotheses, but it is necessary to view them as part of a whole.

Object of research

In this research, the object of research is the Regional Government Policy to improve the human resources of the State Civil Apparatus (ASN) at the Tambrauw Regency Regional Secretariat.

Research sites

This research took place at the Regional Secretariat Office (SETDA) of Tambrauw Regency, West Papua Province.

Sampling technique

To determine the sample, the researcher used purposive sampling technique. Sugiyono (2019) suggests that the Purposive Sampling technique is a sampling technique with certain considerations. The informants in this study are as follows:

Table 2. Official ASN Data in Tambrauw Regency

No.	Employee Name	Age	Gender	Education	Position
1	Muh. M. Zein Hayatudin, S.IP, MM	57	L	S2	Regional Secretary
2	Johanis I. Langgeng, SE	58	L	S1	Expert Staff for Social Affairs
3	Abdul malik Kastela, SE	59	L	S1	Assistant 2
4	Drs. Thomas Gewas, SE	59	L	S1	Alhi's Staff for Administrative Affairs of Regional Secretariat
5	Tunggul Panjaitan, SE., MM	58	L	S2	Assistant for General Administration of Regional Secretariat
6	Abubakar Tuharea, S.IP.	31	L	S1	Head of General Administration Section of Regional Secretariat
7	Sepnath Yewen, SE., MIP	42	L	S2	Head of the Regional Secretariat's Public Welfare Section
8	Hasen tfalas, S.STP.	42	L	S1	Head of Regional Secretariat Personnel Administration

9	Mochmad Iqbal, S.STP	41	L	S1	Head of Regional Secretariat Finance
10	Aero G. Hetaria, S.STP	39	L	S1	Head of the Regional Secretariat of Land Affairs
11	Ahmad Natasuang, S.STP	38	L	S1	Head of the Regional Secretariat's Legal Department

Source: Processed Data, 2023

Data collection technique

Observation

Observation is a data collection technique that is carried out through an observation, accompanied by records of the state or behavior of the target object (Fatoni, 2011). In using observation techniques, the most important thing for researchers is to rely on observations and memories of researchers. (Husaini Usman and Puromo SA, 2006). In this observation, researchers will observe directly the Tambrauw District Government Policy in order to increase the regional civil apparatus resources through formal education.

Interview

The interview method is a method of collecting data by direct questioning and answering between two or more people. The interviewer is called the interviewer, while the person being interviewed is called the interviewee. Interviews are intended to obtain first-hand data (primary data) and are a complement to other collection techniques (Husaini Usman and Puromo SA, 2006). This interview was conducted because the researcher wanted to obtain information regarding the Tambrauw Regency Regional Government Policy in order to increase the resources of the state civil apparatus through formal education.

Documentation

The documentation method is a data collection method based on the tone of the latest documents or records in the research area. The data collected by documentation techniques tend to be secondary data. (Husaini Usman and Puromo SA, 2006).

Data analysis technique

Data analysis is the process of arranging data sequences, organizing into patterns, categories and basic descriptions that differ from interpretation, namely giving significant meaning to the analysis, explaining the descriptions and looking for relationships between the dimensions of the description (Moleong, 2001). To analyze the data, the compilation uses qualitative data analysis, meaning that the data is analyzed by not using statistical data, but only using correct measurements, so that the results can be trusted and valid. In analyzing the data, the preparation will be guided by the following steps:

Data collection

In this section the author will collect the data obtained from the research conducted.

Data Assessment

In this stage, data obtained from various sources will be examined by taking into account the principle of validity, so that only relevant data will be used.

Data Interpretation.

Next, data analysis and interpretation will be carried out on various phenomena, descriptions and causal relationships of the factors to be studied. In analyzing the constituent data using an interactive analysis model approach according to Miles and Huberman, namely in qualitative research it allows data analysis to be carried out when the researcher is in the field or after returning from the new field to be analyzed. In this study, data analysis was carried out simultaneously with the data collection process. As expressed by Miles and Huberman (1984: 23)

Conclusion Drawing

Drawing conclusions is a way to find or understand the meaning, regularity of patterns of sincerity. and causal flows or propositions. Conclusions drawn by verification by looking at and questioning again while looking at records that gain a more precise understanding.

RESULTS AND DISCUSSION

Tambrauw Regency has an area of 11,529.18 Km² according to the results of BIG calculations with Letter Number B/BIG/PBW/SV/I 1/2012 dated 5 November 2012, the area comes from the separation of parts of Sorong Regency and parts of the district manokwari, this is in accordance with the Decision of the Constitutional Court Number 127 / PUU-VII / 2009 dated January 25, 2010 and stipulated by Law Number 14 of 2013 concerning Amendments to Law Number 56 of 2008 concerning the Formation of Tambrauw Regency in West Papua Province and has area boundaries:

1. To the North it is bordered by the Pacific Ocean;
2. To the east it is bordered by Wariki Village, Kasi Village, Sidey District, Manokwari Regency and Meifowoska Village, Testega District, Arfak Mountains Regency;
3. To the south it is bordered by Aifam Village, East Aifat District, Yarat Village, North Aifat District, Seya Village, Mare District, Maybrat Regency and Inofina Village, North Moskona District, Teluk Bintuni Regency; And
4. To the west it is bordered by Asbaken Village, Makbon District and Sailala Village, Sayosa District, Sorong Regency.

Regional Government Policy for the Development of Human Resources for the State Civil Apparatus (ASN) Regional Secretariat of Tambrauw Regency, Southwest Papua Province

Regional government policy in order to improve the quality of the State Civil Apparatus (ASN) through education and training conducted by the Tambrauw district government, the training was carried out by researchers, namely at the Regional Secretariat of Tambrauw Regency by focusing on:

Government Policy on Improving the Quality of Human Resources for State Civil Servants (ASN) at the Regional Secretariat of Tambrauw Regency

The policies of the Regional Government of Tambrauw Regency as outlined in the strategy and policy direction of Tambrauw Regency for 2023. The strategy is a comprehensive and integrated plan regarding organizational efforts which includes establishing policies and programs to achieve goals and objectives. The Tambrauw Regency government policy directions for 2023 are contained in the 2023 regional development work plan (RKPD) document.

The determination of the strategy and policy direction achieved for 2023 is based on the Tambrauw Regency RPMJD as stated in the 3rd (Three) regent's mission "To Build an efficient and effective local government bureaucracy under the banner of good governance". And point with the details in Table 3 below.

Table 3. Government Strategy Based on the RPJMD of Tambrauw Regency

No	Objective	Suggestion		Performance Indicator
1.	Improving Administration Performance	1.1	Realization of Efficient Administration	- Ratio of the number of PNSD to the population - Number of SKPD with performance report status
		1.2	Realization of regional financial management that is accountable and public oriented	- Regional financial report status - Number of SKPD with PAP financial reports
		1.3	Realization of government administration performance reports	- Number of SKPD performance reports that can

			that are transparent and accessible to the public	be accessed by the public - Number of local regulations accessible to the public
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Source: Regional Medium Term Development Plan (RPJMD) 2023

Based on Table 3, researchers can see that government policies in the framework of increasing the capacity of ASN through Education and its indicators are well in accordance with mission 3 where in achieving good governance good governance requires ASN resources that are competent, skilled, in running the wheels of government both as leaders staff in each OPD. Good government is not only measured based on performance reports, WTP financial reports, the number of SKPD reports that will be accessed by the public, and the number of regional regulations that are accessed by the public because in doing all of these things only ASN employees are capable and have special expertise. from the process of formal education or education and training. Meanwhile, according to researchers, not all ASNs in Tambrau Regency can carry out the various programs mentioned above, because it can be seen from the data for civil servants (ASN) based on undergraduate education (S1) which reaches 41.99% and high school/vocational high school education which reaches 36.51%, this means that ASN resources are still said to be inadequate. To make and implement policies through the program, the Tambrau district government has made several efforts to increase ASN capacity through the Education and training program. Education programs are carried out through two forms of education, namely formal programs and education and training programs. Formal education programs that have been carried out by the Tambrau district government in the form of activities include,

Improvement Program and Activities

The results of the researcher's interview with the Regional Secretary of Tambrau Regency Muh. Zein Hayatudin, S.IP.,MM on Monday 10 April 2023. Information was obtained that according to researchers' observations that the Regional Secretary as the authority to use the budget in the Tambrau Regency Government, all this was done so that all civil servants (ASN) could develop themselves. The following is a government policy in the form of an ASN capacity building program carried out through formal education. 7 civil servants (ASN) consisting of echelon III and IV with study permit status is a form of collaboration between the Tambrau District government's Memorandum Of Understanding (MOU) and Sam Ratulangi University in order to increase ASN capacity through formal education,

The results of the researcher's interview with the Head of Regional Assistant I for Tambrau Regency Drs. Thomas Gawab on Monday 10 April 2023. Information was obtained that researchers could observe according to Assistant I with their main duties and functions, so he explained according to what he already knew, namely regarding several regulations, both through Regent Regulations (PERBUP) and Regional Regulations (PERDA) regarding formal education to ASN. The formal education given to ASN has not been regulated in PERDA or PERBUP but is only a Regional Government Policy of Tambrau Regency and is carried out through a program and carried out through activities in the framework of increasing the capacity of ASN.

The results of the researcher's interview with the Head of Tambrau Regency Regional Assistant I Roby Solotan, SIP on Monday 10 April 2023. Information was obtained that the explanation from the head of the regional staffing sub-section above, the researcher could see several local government policies that were outlined in the form of programs that had been implemented through several activities that have been realized by the regional government although not optimal. Given that Tambrau Regency is still limited in terms of human resources (HR) or is still below average, the government is improving human resources in general and more specifically, namely ASN through formal education programs and education and training programs.

The results of the researcher's interview with the Head of Tambrau District Subdivision Drs. Thomas Mate on Monday 10 April 2023. Information was obtained that according to the explanation from the Head of the Sub-division for the Economy and Development, researchers could justify that

the education and training activities, namely training for Lead IV training for echelon IV officials, had never been carried out, even though if you look at the echelon IV officials who occupy the position of section head and the sub-section heads in each OPD were more numerous and reached 57.20% of the total number of echelons in the Tambrau district government and more specifically in the regional secretariat the number of echelon IV officials reached 50% of the total number of echelon officials who held positions in the regional secretariat.

Programs and activities established by the Tambrau Regency government to provide education and training for ASN

The results of the researcher's interview with the Head of Tambrau District Subdivision Drs. Thomas Gewab on Monday 10 April 2023. Information was obtained that researchers could observe a number of things that had been conveyed by Assistant I of the Regional Secretariat of Tambrau Regency regarding programs and implementation of activities and how many ASNs had been involved in ASN capacity building activities, here the author sees that in reality it has not been fully implemented due to budget constraints. In general and more specifically for ASN at the regional secretariat which has been carried out in each section according to their main tasks and functions.

The results of the researcher's interview with the Head of the Regional Secretariat for People's Welfare of Tambrau Regency Sepnat Yewen on Wednesday 12 April 2023. It was obtained that the researcher could observe what was conveyed by the Head of the Head of Public Welfare and could conclude that Tambrau Regency is a new area so there are still many obstacles to face, so to follow involve officials in education and training or training. Leaders are always considered regarding their rank and position status. Meanwhile, for technical training and functional training, it is back to the respective OPD leaders to determine their programs and activities so that the mechanism for these activities is wholly within the authority of the OPD head.

State Civil Apparatuses at the Regional Secretariat have received education and training

The results of the researcher's interview with the Head of Tambrau District Subdivision Drs. Thomas Gewab on Monday 10 April 2023. Information was obtained that from Assistant I's explanation according to the researcher it was true that the training activities that had been carried out were pre-service training, functional training and technical training. know more clearly and in detail because it is in accordance with their main duties.

The results of the researcher's interview with the Head of the Tambrau District Training and INKA Field Yacob Kinho, S.Kom on Friday April 14 2023. Information was obtained that the researcher observed pre-service activities or (LATSAR) had been carried out in accordance with the information from the Head of Education and Training and INKA and the place of implementation in Sorong Regency remembers that Tambrau Regency does not yet have facilities and infrastructure. Pre-position or LATSAR is one of the activities that must be carried out by the government, in this case the BKDPSDM and must be attended by all prospective civil servants. In addition to several activities in order to increase ASN resources such as Bimtek training and training, the number of training according to needs and where.

Opportunity for ASN to take part in education and training organized by the Tambrau Regency Government

The results of the researcher's interview with the Head of Tambrau District Subdivision Roby Solotang, SIP on Tuesday 11 April 2023. Information was obtained that the researcher could see a criterion applied by the head. RKD and human resource development in providing opportunities for ASN to develop themselves are much better because ASN apart from being a criterion they also get direct benefits where they will get used to being disciplined in carrying out their duties. Meanwhile, information related to opportunities for ASN in participating in education and training can also be explained by the head of the Training and INKA fields.

The results of the researcher's interview with the Head of the Tambrau Regency Education and Training and INKA Division sYacob Kinho, S.Kom on Friday 14 April 2023. Information was obtained that researchers could observe according to the statement from the head of the training and

education sector, here the author saw that there was an opportunity for ASN to develop themselves through education and training is guaranteed in the ASN law, it's just that Tambah Regency is still limited with a budget, besides that there are programs that need to be planned in the future and in accordance with the regulated mechanism.

ASN motivation if assigned to attend education and training

The results of the researcher's interview with ASN Group II Tambraw District Zizilia Wanggai on Saturday 15 April 2023. It was obtained that the researcher could observe that there was a very precise motivation why they were very enthusiastic in participating in the education and training because there was an obstacle in carrying out the task so the process this way they will get a solution to the problem and a big advantage for the leadership because of having knowledgeable and skilled subordinates. Meanwhile, according to the head of the education and training field, in carrying out his duties, of course, he knows that there is motivation in each of them, both candidates for civil servants (ASN) and civil servants (ASN).

The results of the researcher's interview with the Head of Education and Training and INKA at the Personnel and Human Resources Development Agency Yacob Kinho, S.Kom on Friday April 14 2023. Information was obtained that researchers could observe all ASN motivated proven they are responsible and obedient while for officials it is an input process .

The ability and capacity of employees after participating in education and training and their improvement

The results of the researcher's interview with as Assistant I of the Tambraw Regional Secretariat Drs. Thomas Gewab on Monday 10 April 2023. Information was obtained that researchers could observe that there was a plus value from the Regional Secretary regarding the development of all ASN with the education and training process held by each OPD. Meanwhile, according to the head of the education and training sector himself, how far does he see and assess the capacity of the ASN itself.

The results of the researcher's interview with the Head of Education and Training and INKA at the Personnel and HR Development Agency Yacob Kinho, S.Kom on Friday 14 April 2023. Information was obtained that the researcher could observe his assessment of all prospective civil servants and civil servants (ASN) in the District Tambraw has good abilities. Because through education and training, namely pre-service for prospective civil servants (ASN) and technical training for class III civil servants (ASN) who have not been promoted to occupy positions and leadership education for ASN employees who occupy positions where they get a method that is useful for themselves and also the institution where they carry out their activities.

All types of training have been determined in the RPJM, RKPD of Tambraw Regency, RENSTRA and RENJA of the Regional Secretariat

The results of the researcher's interview with as Assistant I of the Tambraw Regional Secretariat Drs. Thomas Gewab on Monday 10 April 2023. Information was obtained that researchers could conclude that education and training was not generally determined in the RPJM of Tambraw Regency. If the RKPD has been determined, only the amount has not been determined, the same has happened for the RENJA and RENSTRA of the Regional Secretariat for education and training, which have been determined, but the type has not been determined.

The results of the researcher's interview with the Head of the Regional Personnel and HR Development Agency Matheus Wosiri, S.Sos on Thursday 13 April 2023. Information was obtained that researchers could observe all activities that have been carried out so far in accordance with the vision and mission of the Regent of Tambraw Regency, while in the RKPD It has been determined by all agencies, including in preparing which employees will be included in the training, especially the training and education for those who will and have occupied certain positions.

Efforts by the Regional Secretariat leaders to encourage and support ASN to attend training

The results of the researcher's interview with as Assistant I of the Tambrauw Regional Secretariat Drs. Thomas Gewab on Monday 10 April 2023. Information was obtained that researchers could observe as a wise leader in determining the right steps through training. Because through this education and training the authors also see that civil servants (ASN) in the Regional Secretariat can develop themselves. In this regard, Assistant III in general administration also explained the efforts of leaders at the regional secretariat in order to encourage and support ASN to attend training.

The results of the researcher's interview with Roby Solotan, SIP as the Head of the Regional Secretariat's Personnel Subdivision, Tuesday 11 April 2023. Information was obtained that researchers could observe to support, it's just a matter of funding so all their activities must wait for a decision from the regional secretary regarding who, when, where the time of implementation, as well as the funding where this Dan is usually carried out in technical guidance and training which is carried out as an activity at the Regional Secretariat of Tambrauw Regency. Meanwhile, according to the head of the economic and development division, the regional secretariat also explained the leaders' efforts to encourage and support ASN to attend training.

What are the obstacles faced by the Regional Government of Tambrauw Regency in implementing human resource development policies

The author observes that the Tambrauw Regency Government Policy described above has not been maximized because there are still obstacles that hinder it, among others. Tambrauw Regency Government in implementing ASN capacity building policies. In the following, the author will observe and discuss some of the obstacles faced by the Tambrauw Regency Government in increasing ASN capacity.

The Tambrauw Regency Government has adequate human resources to increase ASN capacity

The results of the researcher's interview with as Assistant I of the Tambrauw Regional Secretariat Drs. Thomas Gewab on Monday April 10 2023. Information was obtained that researchers could observe Tambrauw Regency ASN resources in general were still in the sufficient category, so the local government continued to make efforts so that all ASN could attend education and training, especially formal education while the head of the legal division also explained related to ASN resources.

The results of the researcher's interview with the Head of the Regional Secretariat Personnel Subdivision Roby Solotan, SIP on Tuesday 11 April 2023. Information was obtained that the author could observe more focus on seeing the ASN resources in the regional secretariat according to his measurements were still lacking because there were still employees who honorary status. Therefore, according to him, it is necessary to carry out education and training as well as formal education. Apart from the two informants above, there is still other information that will be conveyed by the head of the Education and Training and INKA fields at the Tambrauw Regency Regional Personnel and HR Development Agency, namely.

The results of the researcher's interview with the Head of Education and Training and INKA at the Personnel and HR Development Agency Yacob Kinho, S.Kom on Friday 24 March 2023. Information was obtained that researchers could observe that ASN has resources. To measure the human resources owned by an ASN, there is always an improvement program that has been designed by the planning section in each OPD.

The Tambrauw Regency Government has an adequate budget, how much is the annual budget, and where does the source come from to implement ASN capacity building efforts

The results of the researcher's interview with as Assistant I of the Tambrauw Regional Secretariat Drs. Thomas Gewab on Monday 10 April 2023. Information was obtained that researchers could observe that the Tambrauw Regency government did not have an adequate budget to increase the capacitance of ASN resources because it had not been focused directly on one activity or in other words that the large budget in the health and infrastructure sector was more large compared to the

education sector, even though all of these fields are very important, especially education because the progress of an area is measured based on human resources or the human development index. With regard to the source, the author sees that it only comes from the APBD and OTSUS for PAD Tambrauw Regency itself does not yet exist.

The Tambrauw Regency Government has facilities and infrastructure, in what form, where are they located and in what quantity are the implementation of formal education and training

The results of the researcher's interview with as Assistant I of the Tambrauw Regional Secretariat Drs. Thomas Gewab on Monday 10 April 2023. Information was obtained that researchers could observe that there were no facilities and infrastructure for Tambrauw Regency. Because this will become an obstacle in the capacity building process for civil servants (ASN), where in conducting formal education for ASN they still use privately owned facilities while in participating in education and training for ASN the government has to rent them in Sorong City and Sorong Regency which has complete facilities according to the author is a waste because considering that the budget for increasing ASN resources is still minimal and has not been clearly regulated in regional regulations or regional regulations.

Limitations in human resources, budget, facilities and infrastructure how to overcome and steps to overcome limitations

The results of the researcher's interview with as Assistant I of the Tambrauw Regional Secretariat Drs. Thomas Gewab on Monday 10 April 2023. Information was obtained that researchers could observe the focus of the development of Tambrauw Regency is on basic infrastructure where Tambrauw Regency is a new autonomous region with geographical conditions and area area which is a serious challenge for the government of Tambrauw Regency so that human development becomes number one. two. In the process of increasing ASN resources through formal education it is only a policy passed down through several programs carried out in the form of activities, while education and training or training has not been clearly defined through regional regulations and regional regulations so that the budget allocated for pre-service training activities and leadership training is also still limited.

Support from Regional Heads and DPRD in increasing the capacity of ASN, appropriate forms of support and placement

The results of the researcher's interview with as Assistant I of the Tambrauw Regional Secretariat Drs. Thomas Gewab on Monday 10 April 2023. Information was obtained that researchers were able to observe the DPRD helping establish budgetary regulations in the education sector. Especially BKD and PSDM. The Department of Education and other public assistance in the BPKAD which they set a quite large portion of was just because of the difficult conditions in the area so that the funds were used for other activities. but for the time being we serve proposals while ASNs are paid according to data or groups.

The results of the researcher's interview with the Head of the Regional Secretariat's Personnel Subdivision Roby Solotan, SE on Tuesday 11 April 2023. It was obtained that the researcher was able to observe the DPRD which was very helpful because it had set a budget PERDA in the field of education in general and the funds were channeled through BKDPSDM, BPKAD and Education authorities. Judging from the explanation from the regional secretary, the author justifies this, that this is a fact that has occurred in the Tambrauw Regency administration, that because the topography of the Tambrauw Regency was not supportive, a teacher was appointed to the position of district head. Meanwhile, the head of training and INKA explained the support from regional heads and the DPRD in increasing the capacity of ASN.

The results of the researcher's interview with the Head of Education and Training and INKA at the Personnel and HR Development Agency Yacob Kinho, S.Kom on Friday 14 April 2023. Information was obtained that researchers can observe that so far the government has not focused enough on developing human resources, especially on increasing ASN resources . Where all funds are focused on basic infrastructure development. According to the author regarding the funds, it is true because

Tambraw Regency is a new autonomous region which is still relatively young. Regarding the problem with the placement of civil servants (ASN), according to the researchers, not all ASNs are placed according to the expertise they have acquired or not in accordance with their knowledge, for example a teacher can occupy the position of head of the district and head of OPD, and similarly a health worker can also assume the position of head of OPD. And here what is almost forgotten and sometimes considered trivial by some OPD heads is for ASN staff who are not proficient in operating computers. still not implemented properly, and will become a burden to computer operators in each agency because almost all tasks are carried out by themselves, so it is seen that there are no good and clear tasks. Based on the results of the observations above, the author can see the obstacles faced by the Tambraw district government, including: And here what is almost forgotten and sometimes considered trivial by some OPD heads is for ASN staff who are not proficient in operating computers. still not implemented properly, and will become a burden to computer operators in each agency because almost all tasks are carried out by themselves, so it is seen that there are no good and clear tasks. Based on the results of the observations above, the author can see the obstacles faced by the Tambraw district government, including: And here what is almost forgotten and sometimes considered trivial by some OPD heads is for ASN staff who are not proficient in operating computers. still not implemented properly, and will become a burden to computer operators in each agency because almost all tasks are carried out by themselves, so it is seen that there are no good and clear tasks. Based on the results of the observations above, the author can see the obstacles faced by the Tambraw district government, including:

1. The absence of a legal umbrella (Perda), which covers the implementation of the ASN capacity building program,
2. The use of funds that are not focused on formal education and human resources,
3. Limited human resources (HR,)
4. Limited facilities and infrastructure,
5. Weak supervision so that the Education and Training Leaders are not evenly distributed,
6. Difficulty in placing existing ASN (wrong ASN placement),
7. Latsar implementation for the US is less serious

The Tambraw Regency Government has a policy in order to improve human resources in general issued in the PERBUP which regulates the provision of final study assistance to all underprivileged Tambraw Regency students and to students who excel while in the framework of increasing ASN capacity there is no PERDA or PERBUP that regulates in detail. However, government policy is formulated through the regent's mission point 3, namely to build an efficient local government bureaucracy and under the banner of good governance and is translated through several programs and outlined in the form of activities to be carried out by each OPD.

In connection with the implementation of education and training carried out by the government of Tambraw Regency, in this case the regional staffing agency and HR development with their duties and responsibilities and the delegation of duties and responsibilities in order to increase the capacity of ASN in Tambraw Regency in general, although in each OPD there is a staffing sub-section with tasks principal and function. Thus, the regional secretariat also has a staffing sub-section which regulates matters relating to staffing. According to law no. 5 of 2014 concerning ASN and LAN regulations no. 24 of 2017 concerning guidelines for organizing basic training for class II civil servant candidates, and PNS LAN Regulation No 25 of 2017 concerning guidelines for organizing basic training for class II civil servant candidates.

Prospective civil servants who have met the requirements are appointed as civil servants by civil service supervisors in accordance with statutory provisions. Based on the LAN rules, civil servants (ASN) in Tambraw Regency and more specifically civil servants (ASN) within the scope of the Regional Secretariat of Tambraw Regency have also attended pre-service training (LATSAR) with the exception of employees with honorary status. Meanwhile, structural training activities or

leadership education and training or training for echelon I officials, training for leadership III for echelon III officials, while leadership IV is for echelon IV officials at the regional secretariat. According to the data the author obtained from the regional staffing and HR development agency, therefore the structural officials who have held structural positions in the regional secretariat have not all attended the leadership training according to their level. Judging from the number of officials at the regional secretariat who have participated in the training and education of the Lead Leader, in 2017 it reached 20% and in 2018 it reached 80% of the total echelon I, II and V officials, which totaled 42 people. From the observations of researchers so far it is true that the average official at the internal regional secretariat holds a position that has not attended leadership training, especially for echelon IV officials, or is like a driver without having a driver's license so that he is declared ineligible to drive.

The BKN regulations are clear that Leadership Training is a requirement for ASNs who will be promoted to a position and who have already held that position. And the researcher observed that from the program that had been carried out by regional secretariat officials which had been reflected in the 2017 regional secretariat LPPD it was clear that there had been activities to increase the capacity of civil servants, and if for whom the ASN participated it depended on the leader, namely the regional secretary in determining who and from which part to will attend structural training or technical training in general and the place where and the budget is the regional secretary's business using the regional secretariat's regular budget. Apart from technical guidance or training conducted using the regional secretariat's regular budget, Meanwhile, when it comes to Bimtek activities carried out by each section, the regional secretariat consists of 7 sections with several different activities that have been set forth in the RKA in each section according to their main tasks and functions. In carrying out technical guidance or training activities, they vary in general sections, for example: bimtek on archives, finance, official document management, santel and training on disassembling machines, and public relations, for example: training on protocol, public relations and photography training, land division, for example, lands training. the development section, for example development technical guidance. In carrying out technical guidance or training activities, it varies in general sections, for example: bimtek archives, finance, official document management, santel and training on disassembling machines, and public relations departments for example: training on protocol, public relations and photography training, land division for example land training. the development section, for example development technical guidance. In carrying out technical guidance or training activities, they vary in general sections, for example: bimtek on archives, finance, official document management, santel and training on disassembling machines, and public relations, for example: training on protocol, public relations and photography training, land division, for example, lands training. the development section, for example development technical guidance.

Financial management training for local entrepreneurs or small entrepreneurs. For civil servants (ASN) in Tambrauw Regency, there are always opportunities given by the OPD leadership to all civil servants (ASN) and honorary employees in each OPD so that they can develop themselves either through formal education or education and training, without there are limitations based on employment status, years of service, while the author also observes that opportunities in education and training are limited based on position, in other words only civil servants (ASN) who have occupied echelon II and echelon II/a positions, who get this opportunity .

The motivation of the ASNs in Tambrauw Regency in general and the regional secretariat in particular, which has been explained by several informants, is that they are very enthusiastic and very responsible. According to the researchers' observations this is true, but only a few people when assigned to participate in education and training are carried out with full sense of responsibility. Meanwhile, almost some also did not do this because according to researchers' observations they had different motivations, for example ASN, especially staff at the regional secretariat who took advantage of technical guidance and training activities, how could they get daily money, lump sum, and at the same time they could see the area -Other regions depend on where the training or technical guidance is held both within the region and outside the region. Apart from that, this is reflected in the regional secretariat where the researcher observed that when the leaders were not in the office, all

ASNs also looked lonely, in other words, when the leader did not enter the office, all staff also did not enter the office. So with this, researchers can observe that in participating in pre-service training where they are taught the basic values of the state civil apparatus (ASN) known as ANEKA, namely: Accountability or responsibility, Nationalism, Public ethics, Commitment to quality, Anti-corruption in which there is a value of discipline, which has always been the basis for a prospective civil servant (ASN) before being appointed as a civil servant (ASN) and also other technical training, then the ability of an ASN does not increase from its previous capacity, because one's ability can be measured from these basic values. All types of education and training are not specified in the detailed RPJM but are determined in general for Tambrau Regency through the 3rd mission of the Tambrau Regent which is contained in the objectives, targets and performance indicators and is elaborated by each OPD through the RKPD, which are then revealed in the RENSTRA and RENJA and then contained in the RKA which contains activities in a year to be carried out in each OPD or each section in the regional secretariat of Tambrau Regency.

To carry out the development process in a new area of infrastructure development as well as human development in general and the state civil apparatus, it is necessary to have human resources that meet capacity, an adequate budget where in supporting all government activities, the budget is a determining tool in a government policy that is passed down through programs carried out in the form of activities, besides that facilities and infrastructure also serve as support in government activities and as supporters in carrying out public services.

The three things above are the main obstacles for the government of Tambrau Regency in carrying out processes and activities to increase the resources of the state civil apparatus through education and training. Judging from the use of Tambrau Regency APBD funds which are used more for basic infrastructure development because Tambrau Regency is a new area, so the entire budget is directed to physical development while human development has not gone well, so increasing ASN capacity can also run slowly.

The researcher saw that all ASN capacity building activities were carried out by the regional staffing agency, while in the secretariat there was also a budget for capacity building programs and activities which had been clearly defined but in reality were not carried out, including the Pim II training, III training and IV training training which not clearly defined. In connection with the unclear use of the budget, the education and training for structural officials in the secretariat has not yet reached 100%, besides that, according to researchers, formal education is also very important in the context of increasing the capacity of ASNs in regional secretariats where there are ASNs with junior high and high school education, so ASN capacity building process is urgently needed. Quantitatively speaking, human resources at the regional secretariat are inadequate because there are still civil servants with junior high and high school education. So it is necessary to increase the capacity of ASN resources through formal education.

With regard to infrastructure, which is a means of supporting all activities in government in the process of increasing the capacity of ASN, through education and training and training, it is necessary to provide facilities by the government in the form of building training and training buildings and through formal education for ASN must be determined by PERDA or PERBUB so that the ASN capacity building process can run well towards a good government, good governance in accordance with the Mission of the Tambrau Regent.

CLOSING

Conclusion

Based on the results of the study, the researchers can conclude as follows:

1. Tambrau Regency's policy to increase the capacity of ASN resources is contained in the RPJMD, 2019-2023 and is implemented in the apparatus capacity building program in the form of education and training activities. This program has been implemented but the implementation has not been evenly distributed, the foundation has not been strong, and the results have not been optimal. this program is not yet strong because it does not yet have a strong legal basis, bearing

in mind that until now there is no regional regulation that regulates formal education for ASN. The results of the implementation of this improvement program have not been optimal because they have not improved their working abilities much.

2. The constraints faced are the limited number and quality of human resources, limited facilities and infrastructure, the use of dana which is not focused on formal education and HR training. Other obstacles are the absence of a legal umbrella (PERDA), which covers the implementation of the ASN capacity building program, weak oversight so that training and training leads are uneven, difficulties in placing existing ASN, implementation of Latsar for ASN candidates is not serious, and the influence of nepotism in determining training participants and programs postgraduate studies held by the Tambahau government.

Suggestion

Based on the conclusions described above, the researcher proposes the following suggestions:

1. In order for the Tambahau Regency Government and DPRD to immediately issue a PERDA on formal education for ASN employees as well as education and training for PIM Education and Training leaders specifically for structural officials.
2. In order for the Tambahau Regency Government to provide education and training facilities and infrastructure, an adequate budget and focus on increasing ASN resources in each OPD to be able to finance ASNs based on the DPA of each OPD so that there is no overlapping of the burden of duties and responsibilities on the BKDPSDM.
3. So that the leadership of the regional secretariat, in this case the regional secretary, focuses more on increasing the capacity of ASN through formal education and training for echelon V leaders so that they can meet the requirements in accordance with the rules of the Head of BKN.
4. In order for the Head of BKDPSDM to place ASN in accordance with their competence so that more optimal performance results are given.
5. In order for the Head of Education and Training and INKA to be more focused on seeing each ASN candidate take part in pre-service or LATSAR, especially strengthening motivation, discipline and responsibility in carrying out their duties.

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