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## HUMAN RESOURCE DEVELOPMENT: MEASURING POLICY AND INNOVATION BREAKTHROUGHS OF THE CIREBON CITY GOVERNMENT-INDONESIA

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### Abstract

The aim of this research is to look at the development of human resources developed by the Cirebon City government, Indonesia. City governance requires adequate human resources. These resources encourage all programs to be implemented according to the targets and timeframes set. If human resources have reached the ideal level, then the city government can develop government innovation well. The research process uses a survey design. How the city government carries out program policies derived from the mayor's vision and mission. This framework forms a priority scale for human resource development to empower the people of Cirebon City with several advantages. The results show that human resource governance is running well. Employee recruitment patterns are based on needs, qualifications and competencies. Policies emerged to provide work motivation with promotions, mutation and demotion of employees. Government culture is increasingly showing a good level and impact. The impact of empowerment and policy development and employee implementation shows that the city's cleanliness level tends to increase even though there are still some places that are still dirty, performance is becoming more accountable, and the benefits of digital innovation in the government service system can be felt directly by the community. However, there are still many problems that arise, such as poverty. Economic development is quite good, but not evenly distributed. The facts show that people's skills in carrying out economic activities are still low, thus driving poverty and increasing demand

**Keywords:** *innovation, employee, improvement, policy-formulation*

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## INTRODUCTION

Coinciding with the inauguration of the elected Mayor of Cirebon for the 2018-2023 period, new expectations have emerged regarding the government's performance compared to the previous leadership period. In line with efforts to realize the regional head's vision mission which consists of 4 (four) missions, of course a big commitment is required from the mayor and his staff. The hope for improving government performance is felt to be reasonable considering that the mission is to realize the quality of Cirebon City's human resources that are competitive, cultured, superior in all fields, and Mission 2 is to realize clean, accountable, authoritative and innovative government governance. Especially in achieving Mission 2, several targets were set as follows:

1. Increasing the capacity and quality of human resources in the apparatus;
2. Increased coordination between regional apparatus in the implementation of main tasks and functions;
3. Increasing the value of Government Agency Performance Accountability (AKIP);
4. Increasing the maturity of the Government Internal Control System (SPIP);
5. Improved public services.

Although hopes for government performance in the 2018-2023 leadership period will improve, based on real conditions in the previous period there are problems with government performance in some regional institutions. One of the regional agencies/institutions that shows relatively poor performance is the Public Works and Spatial Planning Service (DPUPR), which is indicated by the vacancy of a number of officials in strategic positions in the area (Hersey et al., 2013).

Due to conditions like these, and the hope of improving government administration and human resources at the Public Works and Spatial Planning Service (DPUPR), the Regional Development Planning, Research and Development Agency (BP4D) feels the need to study this in a Research and Development activity on Government and Human Resources Aspects in the service in question (Monette et al., 2013).

The purpose of this research and development activity on aspects of government administration and human resources is to obtain an overview of development, especially within the Cirebon City Government (Freiberg, 1998). The aim of this research and development activity on aspects of government administration and human resources is the preparation of a competency review document for apparatus resources within the Public Works and Spatial Planning Service (DPUPR) of the Cirebon City Government. Research and development activities on aspects of government administration and human resources include:

1) Study of the conditions of government administration within the Department of Public Works and Spatial Planning (DPUPR). 2) Assessment of the condition of human resources within the Department of Public Works and Spatial Planning (DPUPR).

## **METHOD**

The research and development activity method for aspects of government administration and human resources is carried out through: 1) Studying the latest legal products and regulations applicable in regional government administration, human resources and the competence of state civil servants, 2) Studying the conditions of regional government administration and human resources within the Department of Public Works and Spatial Planning (DPUPR), 3) Studying the development of competency of state civil servants within the Department of Public Works and Spatial Planning (DPUPR). In general, the methodology for this activity is divided into data collection methods and data analysis methods.

This research and development activity carried out a survey by taking a purposive sample of the population, using questionnaires and direct interviews. Surveys are carried out by visiting and simultaneously asking respondents a list of questions/questionnaires to be filled in, as well as conducting interviews with respondents. The number of questionnaires submitted to respondents was 70 files, there were 55 respondents (78.5%) who responded and returned the questionnaire. So as many as 55 files were analyzed as research data. Where the respondents consist of 2 criteria, namely: service structural officials and employees or staff.

## **RESULTS AND DISCUSSION**

Based on the results of observations at the research location, namely the PUPR Service, there are various interesting things to study further. The targets of the government aspects which are the subject of the study include photographing how the government, or public work units work to fulfill and protect demands, in the form of expectations and needs for public services and civil services in government relations, as well as observing patterns of thinking that focus on government performance in accordance with the demands of those who govern or the demands of society (Hersey et al., 2013).

Regarding the field of human resources, the Department's performance is carried out by all its human resources, both leadership and staff. It turns out that there are many factors that can influence HR performance that come from within the human resource itself and from outside itself. Based on the survey results, the

range of work experience of respondents in their field of work is dominated by 60% by employees with less than 5 years of work, while only 20% have experience of more than 15 years, this shows "very low" work experience if measured from the employee's working grace period at the PUPR Service. Respondents' responses regarding the question of years of service at other institutions/institutions before DPUPR showed that employees were "quite" reluctant to give an answer, 70.9%. This proves that employees are not happy if their previous work background is revealed to other parties .

The results of respondents' answers to educational qualifications show that the distribution of bachelor's education levels is "fairly" balanced at a total of 57.4%, while the rest have diploma and upper secondary education. Based on the results of a survey of employee respondents, it shows that the educational background of the employees in accordance with competency is still "very low" at 34.6%, while other educational fields outside of competency are higher, reaching 40%. Based on the results of a survey of the employees who were respondents, it showed that the other skill areas possessed by employees who were in accordance with the competencies in each area of expertise were still "very low" .

### **Competency Measurement**

Based on survey results, it shows that 74.55% of employees have never or have never participated in leadership training, meaning that the majority of employees do not have skills related to leadership. Respondents' responses regarding questions related to whether or not they had ever taken part in functional training, the dominant answer was that 67.3% of employees gave the answer never. Meanwhile, those who have taken part in functional training are very low, namely only 10.9%, this shows that employees have not been equipped with abilities appropriate to their field of expertise (Sims, 2023).

Respondents' responses regarding employee participation in seminars or workshop activities were still very low, namely only 43.64% had participated. The placement of personnel for high leadership positions who are in accordance with competency is included in the poor classification, namely the percentage of answers is only 41.82%, this shows that the employees who are respondents are hesitant in assessing competency because it turns out that the answer to this question results in the same percentage between those who answered yes according to competency. and those who answered did not match their competency.

Based on the table above, the placement of personnel for administrative positions according to competency is included in the sufficient classification, namely the answer percentage is 50.91%, this shows that the employees who are respondents think that the competence of administrative staff is quite adequate. The

placement of personnel to functional positions in accordance with competency is included in the good classification, namely the answer percentage is 65.45%, which shows that the respondents agree that the placement of personnel in functional positions has been carried out in accordance with the competency of the employees' areas of expertise.

The placement of personnel in high leadership positions is sufficient to meet the requirements, namely the answer percentage is 56.36%, which shows that the respondents consider that the placement of personnel in high positions is sufficient to meet the requirements. The placement of personnel for administrative positions is sufficient to meet the requirements, namely the answer percentage is 54.55%, which shows that the respondents consider that the placement of personnel in administration is sufficient to meet the requirements (Kapoor, 2023).

The placement of personnel in functional positions is sufficient to meet the requirements, namely the answer percentage is 65.45%, which shows that the respondents consider that the placement of personnel in functional positions has met the requirements. The promotion and transfer of ASNs is not appropriate, as shown by the answer percentage of 52.73%, which shows that the respondents consider that promotions and/or transfers among ASNs are not appropriate or not in accordance with the capacity of each employee (Crawshaw et al., 2023).

#### **Disciplinary Measurement**

Based on the survey results, 3.6% of employees have been subject to sanctions, meaning that the application of discipline in the service is classified as "good" because the score for those who have not been subject to sanctions is high at 94.6%.

#### **Preparation and Determination of Needs**

Based on the survey results, the preparation of requirements for the number and types of civil servant positions according to job analysis and workload analysis is in the "sufficient" category with an answer percentage of 70.91%, which shows that the respondents consider that the preparation of the requirements for the number and types of civil servant positions has complied with the analysis. position and workload analysis (Krismiyati, 2017).

The preparation of civil servant needs using electronic applications is in the "sufficient" category, namely an answer percentage of 60.0%, which shows that respondents think that the use of electronic applications is not optimal and there are even indications that employees do not know whether the preparation of civil servant needs is based on electronic applications. Information about the number of civil servants who will retire includes the percentage of answers "high/good" because it reaches 80.0%, which shows that respondents really know the exact information about which civil servants will enter retirement.

#### **Procurement**

Based on the survey results, the statement that the department formed a selection committee in procuring civil servants received a "low" score with answers with a slight difference and almost the same percentage, this shows that respondents found it difficult to assess whether there was a selection committee formed by the department when procuring civil servants. The statement that the department forms administrative selection in the procurement of civil servants received a score of "not good" answers with a percentage of 45.45%, while the answer that there was no administrative selection was 32.73%. This shows that respondents gave a doubtful assessment that the Department held administrative selection accurately when procurement of civil servants (Sroufe et al., 2009). That the department carried out competency selection in the procurement of civil servants and received a scoring answer of "not good" with a percentage of 47.47%, this shows that the respondents gave an assessment that the Department was not optimal in determining selection based on competency when procuring civil servants (Sroufe et al., 2009).

#### **Rank and Position**

Based on the survey results, in the department when appointing a position, the respondent's response was that they had "sufficiently" fulfilled the requirements with an answer percentage of 69.09%, this shows that the respondents gave an assessment that there were requirements that had to be met at the time of appointment. When the appointment was made according to the respondent's response it was "sufficient" to meet the competency with an answer percentage of 67.27%, this shows that some respondents gave the assessment that the appointment to the position was in accordance with competency, although some respondents did not know 16.36% whether the appointment was in accordance with competency or No.

The appointment to the position has "sufficiently" complied with the appointment procedures, the respondent's response with an answer percentage of 70.91%, is considered to represent the employees that the procedure for appointing the position has complied with the appointment procedures. When a dismissal is carried out, they have "sufficiently" complied with the procedures for dismissal, the response of respondents with an answer percentage of 65.45%, shows that employees know the procedures for terminating their position even though a third of respondents answered that they did not know, perhaps due to a lack of information about this matter.

The survey results showed that statements about resigning if given a position received varying scores, 23.64% of respondents said they would resign if given a rank/position, while those who did not resign if given a rank/position were classified as low, namely 43.64% were in the category "less/low", while more

respondents said they didn't know 27.27% if they were given a position where the don't know score was more dominant than they would resign. This will certainly cause polemics when there is a promotion for a position.

### **Career Development**

According to respondents, the determination of a career development plan was in the "sufficient" category, namely 54.55% of the remaining employees responded that there was nothing or even did not know that there would be a career plan. The department was considered "sufficient" in carrying out career development, with 56.36% of respondents responding, this is considered to represent more than half of the respondents who stated that there was career development. Apart from that, 60% of respondents responded that the agency was considered "sufficient" in monitoring and evaluating career development, this is considered to represent more than half of the respondents stating that there is attention from institutions that are able to monitor and evaluate career development (Stone et al., 2023).

### **Promotion**

Based on the survey results, job promotions are "sufficient" to meet the job requirements according to the respondent's response of 57.89%, this states that so far the job promotions carried out have been sufficient to meet the job requirements. Job promotions are lacking through open selection, the respondent's answer was 40.53% including the "low" classification, so this indicates that so far the selection of job promotions has been less than open. So far, job promotions have paid enough attention to the needs of the organization based on respondents' answers of 56.14% including the "sufficient" category, so this indicates that so far the job promotions carried out have paid enough attention to the needs of the organization, in this case the PUPR Service.

### **Mutation**

Based on the survey results, the transfers carried out sufficiently met the requirements based on respondents' answers of 59.65% including the "sufficient" category, so this indicates that so far the job transfers carried out have paid sufficient attention to the specified requirements. The mutations carried out were deemed to be less transparent or not through an open process based on respondents' answers which were classified as "low" namely 38.60%, plus there were answers that they did not know from respondents whose percentage was significant, namely 33.33%, so this stated that so far the mutations those implemented are less open or pay less attention to openness factors. However, employee transfers are sufficient to pay attention to the needs of the organization based on respondents' answers of 57.89% including the "sufficient" category, so this indicates that so far the transfers carried out have

been sufficient to pay attention to the needs of the service (Saryam, 2023)..

### **Performance assessment**

Based on the survey results, the Department's Internal Performance Assessment Team considered 66.67% of respondents to be in the "sufficient" category, so this indicates that so far the internal assessment has been sufficiently carried out internally by the department. The "adequate" performance assessment among employees within the Department based on respondents' answers was 66.07%, including the sufficient category, so this indicates that so far there have been assessments carried out and sufficient attention has been paid to employees.

### **Award**

Based on the survey results, awards for employee performance in terms of loyalty, devotion, skill, honesty, discipline and work performance in carrying out their duties according to respondents' answers amounted to 61.440%, including the sufficient category, so this indicates that awards have been given so far. The awards received by employees are "not enough" routinely based on respondents' answers of 45.61%, including the low/low category, so this shows that so far there have been awards given but not routinely, they are only incidental.

### **Dismissal**

There are several indications shown regarding the reasons for dismissal of employees in the last 5 years, but the dominance of the "high" score is dismissal due to retirement.

### **Protection**

Protection for employees is a social reward including financial rewards or employment social security in the form of health insurance, work accident insurance or other similar guarantees which usually do not depend on performance but depend more on seniority or length of service. It can be seen from the respondents' responses that health insurance has been provided and is classified as "high" on the assessment scale, while legal guarantees are still considered low

## **CONCLUSION**

Efforts to develop human resources require workforce planning as an instrument for deciding the number and qualifications of personnel needed based on accurate job classifications, providing detailed job descriptions, job analysis in the context of carrying out main tasks, compiling employment maps that describe the length of service of employees. associated with retirement, estimates of workers leaving at their own request based on past trends, internal



and lateral promotion policies, especially for leadership positions, and knowledge and skills qualifications based on formal education and certain training.

The formation of regional apparatus must be based on the principles of: government affairs which fall under regional authority, intensity of government affairs and regional potential, efficiency, division of tasks, span of control, clear work procedures and flexibility. Apart from this, important things to pay attention to include the need for officials to have credibility, to uphold official ethics, especially to have high integrity, a great sense of responsibility, not to betray their oath of office and duties and to be resourceful in preventing or solving problems.

Regional government governance requires state civil servants to fulfill technical, managerial and socio-cultural requirements. Civil servant management is required within the Cirebon City Government which includes: Preparation and determination of needs, Procurement, Rank and position, Career development, Career patterns, Promotions, Transfers, Performance appraisals, Salaries and benefits, Awards, Discipline, Dismissal, Retirement guarantees and security old age, and Protection. The regional office is the implementer of the core function (operating core) which carries out duties and functions as an assistant to the regional head in carrying out the function of regulating and managing according to the field of Government Affairs handed over to the region, both mandatory and optional matters.

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