



# Study of The Capacity of Human Resources (HR) Apparatus Territorial (District and Ward) in The City Government Bandung

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## **Abstract**

*The purpose of this study was to determine the model and the development of human resources capacity of regional environment officials bandung city government and to restructure the government management system oriented performance improvement. This study uses secondary data obtained from the districts and villages, and the primary data in the form of community feed back obtained from the subdistricts are located in Bandung city government environment. The method used is descriptive exploratory method. This sample consist of 160 people from 5 district.*

*The results showed that the response to the performance of districts as administrative agencies, public services and functions in the response of critical issues is quite good, although there are still many shortcomings, such as the role and function have not been effective over the district is probably due to the limited authority given to counties the district that led to districts "hesitant" to take action if problems arise in areas of social work. In addition to now there is no synchronization of activity between districts with other institutions at the district level (both vertical and horizontal).*

*Based on this research, it can be suggested the need for minimum service standards, dissemination of the role and function of the district to the public through various media and conduct training to improve capacity building.*

**Keywords:** *capacity building, training, evaluation, and management system*

## **I. INTRODUCTION**

Indonesian society in the third decade of this millennium is that many people experience changes in various fields. Change is not only about the structural changes but also occur in aspects of social, political, cultural and economic. Changes in all joints of the nation is a logical consequence of the passing of the spirit of reform, which pressure selanjutnyammuncul adjustments to the building of national systems in the State administration to be more in favor of the interests of the people, because people realize that the constitution has mandated that national development carried out in a planned, systematic and sustainable manner in order improve the welfare of physically and spiritually.



In line with the evolving dynamics at the national level has led to pressure in these areas as well, demanding reforms in the field of development. Areas requires that a balance between central and regional development. Likewise, the demands for reform at the central level will automatically appear the same spirit at the local level.

Departing from the spirit of reform in addressing the evolving dynamics, it is required to consistently manage the challenges into opportunities in order to achieve the development goals the following results. Furthermore constantly make corrections, modifications and prospecting of the strategic policy of the policy-ahead with the full calculation based on the objective conditions that appear in the middle of the city of Bandung.

Implementation of decentralization and regional autonomy in accordance with Law 22 of 1999 which was then revised by Act No. 32 of 2004 on Regional Governance and Law No.25 of 1999 which was then revised by Act No.33 of 2000 on Financial Balance between Central and Local governments are simultaneously applied throughout Indonesia since early 2001 is positively viewed as a future model of a better nation. With decentralization and regional autonomy is expected to be a mission to achieve the ideals of the Indonesian nation as mandated in the Preamble to the Constitution of the Republic of Indonesia Year 1945.

Decentralization and regional autonomy is a fundamental political decision to divert from the center of power centralized in Jakarta to the district / city. Pengalihan centralism from the center to the county / city government resulted in the centralization occurs, pembinaan society and development in the districts / cities. Fairly obvious political implications of that is the disabling of power and authority as head of the subdistrict and district institutional agencies under the district in dealing with the public / residents or the public.

Current institutional subdistrict and district can be said to be on "position at the crossroads". On one side of the road, as a function of deconcentration subdistrict (subdistrict status as ruler of / PW) as their function during the implementation of Law No. 5 of 1974 when it was no longer present, but until now the public still think and expect to remain very subdistrict of such a high position in the past. While the other side of the road, since the enactment of Law No. 22 of 1999 which is then refined into Law No. 32 of 2004 and institutional sub-district head precisely obtain "wiggle room" to play an increasingly limited its public face. Currently head of the subdistrict and district with its status as the regional or regional work units over an "extended hand" regent, walikotadan county / city, where all the control of government activity, community service and development-chested under the control of the regents or mayors.



Shift in status and kedudukan subdistrict of "Sovereign Territory" to "local authorities" clearly have reduced or even eliminate most of the authority subdistrict subdistrict authorities now revolves around the service functions are very limited even just run the service functions that are more letters of recommendation or cover letter or letter for institutions above the regent (the district). Some district / city governments have realized the importance of venture investment activity in its territory and has the motivation to improve the service system of licensing include the development of OSS (one Stop Service) or One-Stop Integrated Service Unit (UPT-SA) the district / city, both has status

As well as the status of the Office or Unit Office. In reality on the ground, not all district / city level to develop OSS district / city, but on the other hand there is the district / city OSS even to the district level, as happened in the city of Bandung in West Java. Based on the description above, then we need to do research and study to it, with the headline: "CAPACITY DEVELOPMENT OF HUMAN RESOURCES (HR) APPARATUS cantonal (SUB AND WARD) IN THE CITY GOVERNMENT BANDUNG.

#### **I. PROBLEM IDENTIFICATION**

Extent of delegation of authority delegated to the sub-district, and forwarded to the headman for this.

Or how the perceptions of public view on the performance of institutional districts / villages so far.

What expectations or the expectations of the public on the performance of institutional district / village.

#### **II. RESEARCH OBJECTIVES**

To find out the extent of authority delegated to the sub-district, and forwarded to village over the years.

To find out how the public's perception or view on the performance of institutional sub district/ village far.

What expectations or the expectations of the public on the performance of institutional district / village.

#### **III. RESEARCH OBJECTIVES**

To To find out the extent of authority delegated to the district mayor, and forwarded to village over the years.

To find out how the public's perception or view on the performance of institutional sub / village far.



To find out the expectations or the expectations of the public on the performance of institutional district / village.

To find out how the model and the Capacity Development of Human Resources officials Territorial (District and Sub-District) in the city of Bandung.I.

#### EXPECTED RESULTS

The expected results of this research activity is contained on:

The arrangement of concepts and ideas as a model in developing human resource capacity of regional officials.

Evaluates the performance of territorial authorities (district and village) in the city of Bandung.c. To find local community and the expectations of the function and role of institutional and administrative districts in the city of Bandung.

## V. BASIS OF THOUGHT

### 5.1. Capacity Development (Capacity Building)

In order to develop capacity, the government has launched the "National Development Framework and Capacity Building in support of decentralization". The general objective is the implementation of capacity development:

Provision of services needed by society fundamentally.

Maintenance of essential public infrastructure

Development of economic development

Poverty alleviation programs and

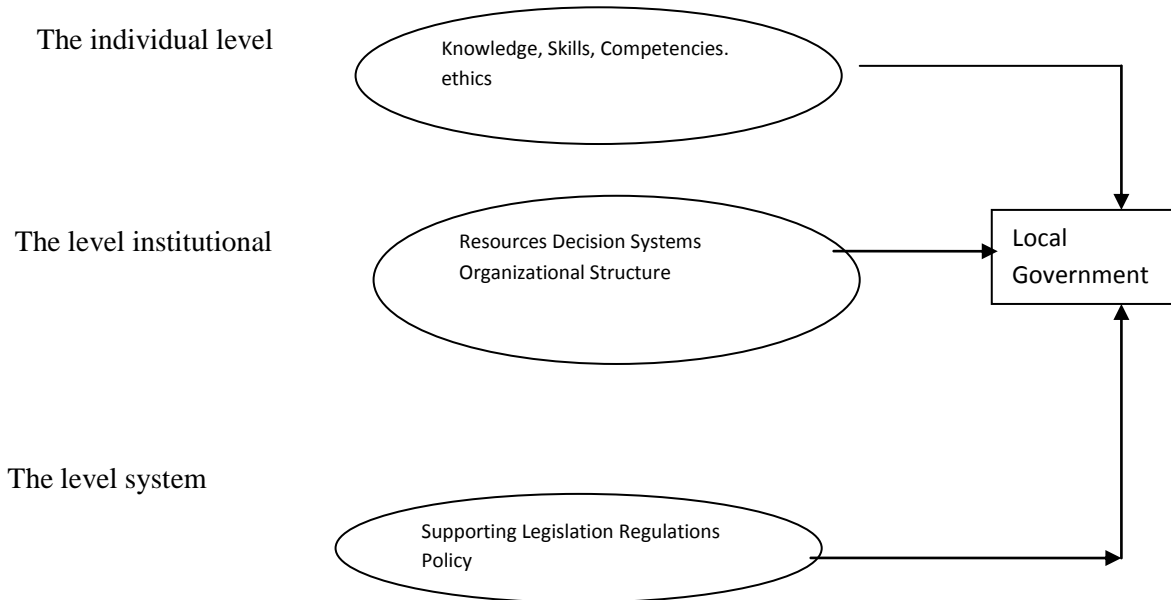
Development of good governance (good governance) (SCB-DP Technical Guidance operational guidelines, 2004: 1)

#### 5.1.1 Capacity to realize good governance (good governance)

Capacity building for strengthening capacity development or capacity, suggesting initiative on developing existing capabilities (existing capacity). While the other refers to the constructing capacity, as a creative process to build capacity not visible (not yet exist). In this study we will interpret them in relation to the development of capacities (capacity building). Brown (2001:25) defines capacity building as a process that can enhance the ability of a person, an organization or a system to achieve the aspired goals. While Morison (2001:42) sees capacity building as a process to do something, or a series of movements, changes in multi-level individuals, groups, organizations and systems in order to strengthen individual and

organizational Traffic adjustments so that it can respond to changes in the existing environment.

**Figure 1. Levels of Capacity Development**



The basic principle in the development of capacity include:

Is multidimensional, long-term oriented.

Involving multi-stakeholder

Fever is driven<sup>4</sup>. Referring to the National Policy

While eight of the National Agenda to Support Capacity Building Decentralize:

Development of legislation needed to support decentralization.

Development of regional institutions.

Development of local personnel.

Financial floating area.

DPRD capacity building, BPD, organisasi non-governmental organizations.

Development planning system.

And regional economic development

Developing the ability to manage the transition.



### **5.1.2. Good Governance (Good Governance)**

APEKSI and ADEKSI (2001), defines Governance is a mechanism of interaction of the parties who are in government agencies, the legislature and the public, either individually or in groups, to jointly formulate an agreement relating to the management of development within a particular administrative region . While UNDP provides the definition of good governance is a synergistic and constructive relationship between government, private sector and the community.

### **5.1.3. Role of Education and Training to improve the quality of HR**

Education and training activities undertaken by a society to maintain the survival of culture and civilization. Education and training institutions is a strategic place to implement the pedagogical engineering in order to realize the survival of culture and civilization. This must be done by the relevant institutions

## **5.2. Capacity Development of Human Resources (HR)**

Success of an organization to achieve its vision and mission in a sustainable manner is highly dependent on kulaitas human resources. Some experts argue that HR management is a quality human resources human resources has at least four characteristics: (1) has a competency (knowledge, skills, Abilities and experience) is sufficient (2) commitment to the organization (3) always act in any activity effektivness , and (4) congruence of goals, namely to act in harmony between his personal goals with organizational goals **(Lako and Sumaryanti, 2002: 37)**

### **5.2.1 Basic Elements of Human Resource Capacity Development**

Many forms that can be selected in a model of human resource development of government officers. However, there is need for developing a relevant framework for any activity there. In the context of human resource development should be focused on (1) skills and expertise, (2) insight and knowledge, (3) talent and potential, (4) personality and motives to work, and (5) moral and work ethic. To support human resource development need to be implemented:

#### **a. Development and Utilization of Environmental Governance**

Performance of local government capacity development can be affected significantly by the actions of environmental conditions (environment action). Because the government as an organization are not in a vacuum. It means a lot of external factors, other internal elements that have the power of direct and indirect forces, in addition to member contributions to the emergence of capacity gaps or uncertainty in the development of the capacity situation. For that the government needs



to do: (1) take advantage of all the physical resources and non-physical inventories measured and responsible, (2) to ensure the sustainable capability is necessary to avoid the overlapping legislation that became the source of confusing, unclear interpretation and prone to abuse (default), and (3) to establish order and security in the area independently, enforce adherence to regulations, supervision, and law enforcement.

In the implementation of human resource capacity building of regional government officials appears to need the right approach. Approaches used include (1) strategic intervention, (2) institution building, (3) direct action, and learning through action, and (4) continuous improvement.

b. Gran Capacity Development Strategy Governance Reform: Policy, Performance, and the Way Forward

If we look at Presidential Regulation No. 7 Year 2005 on National Medium Term Development Plan (RPJMN) 2004-2009, in Chapter 14 Creating Clean Governance and charismatic explained the reasons and outline (main points) policies to be done in realizing the government apparatus clean and respectable in the next time of 2004-2009, as follows:

- A). Finalising overcoming abuse of authority in the form of corrupt practices; by (1) The application of the principles of good governance (good governance) and the lines at all levels of government and all activities, (2) The provision of sanctions as severe for perpetrators of corruption in accordance with applicable regulations, (3) Increasing the effectiveness of supervision of the State apparatus through the coordination and synergy of internal, external, and public supervision, (4) Improved work culture apparatus of the moral, professional, productive, and responsible for: (5 ) Acceleration of the implementation of follow-up results of the supervision and inspection, and (6) Increasing empowerment between the worlds of business and public administration in fighting corruption.
- B). Improve the quality of the administration of the State through: (1) The restructuring of the functions of government institutions to function more adequately, effectively, the structure is more proportionate, streamlined, flexible, and responsive, (2) Increasing the effectiveness and efficiency of management and procedures at all levels and lines of government, (3) The arrangement and enhancement of human resource capacity to be more proportional apparatus in accordance



with the duties and functions to provide the best service for masyarakat; (4) increase the welfare of employees and implementation of a career system based on merit, and (5) Optimization development and utilization of e-Government and document / records management Countries in the duties and functions of government.

- C). Enhance the empowerment of the community in the implementation of development by (1) Improving the quality of public services, especially basic services, public services, and superior service, (2) Increased capacity of communities to be able to provide for themselves, participate in the development process, and oversee the running of the government, (3) Increased transparency, participation, and quality of care through improved information access and distribution.

In line with the policy direction of development programs are developed, including 1) Program Implementation of good governance, the government aims to achieve a clean, professional, responsive, and responsible in the administration and development, 2) Improvement Program

Oversight and Accountability Reform, aims to improve and streamline the system of supervision and audit and performance accountability system in realizing the performance of the State apparatus in creating a clean, accountable, corruption-free f, 3) Program Institutional Arrangement and procedures, aims to restructure and improve organizational system and management of central government, provincial governments, and governments to be more proportional kabupaten.kota, efficient and effective, (4) Program of Human Resources Management Reform, aims to improve System management and human resource capacity of the apparatus in accordance with the requirements in performing their duties and pemerintahan development; 5) Public Service Improvement Program aims to develop a public service of quality management, transparent, accountable, easy, cheap, fast, proper, and fair to all communities to support community and business interests, and to encourage community participation and empowerment; and (6) Infrastructure Improvement Program Reform, aims to support the implementation and administration tasks more efficiently and effectively as well as integrated.

### **5.2.2. Operational Policy**





One of the important efforts made to realize that governance is a clean and dignified bureaucratic reform. The next step is contained in the Annual Government Work Plan (RKP-T), as has been done in recent years, and also in years to come.

## **VI. METHODS**

The review is done by using descriptive explorative approach method. In this study using primary data and secondary data. The research instrument is questioner. Number of respondents 32 people, while the district as the location of the institution of study 5 (five) districts from 30 districts in Bandung.

## **VII. RESEARCH RESULTS**

### **7.1. In the Management Improvement Initiative Regional Apparatus (District and Sub-District) in the Environment Government of Bandung.**

Today there's also a weakness in public services by local government officials. Performance of public services can not meet the quality expected by society. It is characterized by the persistence of the various community complaints conveyed through mass media or other media. In addition there are some structural vacancy in the district and village that's home to study, thus lowering the capacity of human resources in the territorial apparatus serving the community, and these are factors that must be performed the required placement of HR personnel. Given the government's main function is to serve the community, the government needs to continue to work to improve the quality of service, in accordance with the rules of Administrative Reform Kemebterian Number: Kep/25/M.PAN/2/2004 About General Guidelines for Preparation of Community Satisfaction Index Government Services Unit.

### **7.2 Performance in Public Service District**

It has been quite clear that a change of Law Number 5 Year 1974 into Law No. 22 of 1999 which is then refined into Law No. 32 of 2004 actually has the authority and the right to remove a number of districts in the areas they regulate. Limitations of the role and functions are laid out in general district governance arrangements at the district level studies in almost any location in the Bandung City government has led to sub-space in community service, administration, and development is limited. Presence is still limited role and function of the district in carrying out public services in its territory. It appears that the factor of political will to delegate some authority Mayor formally to the Head becomes an important factor for the position. It is recognized also by many parties at the local level is expected that the delegation of authority granted by the Mayor does not need it all, but which if the taste will draw people to



the service center at the local level.7.3 Perceptions, Experiences and Expectations of People Against the District Performance.

### **7.3.1 Experience of the District Public**

In general it can be said that people in the five study sites to assess their experience of interacting with the district had been running quite well, in the sense that they feel the services provided by sub-district and district officials were quite good. Most of the respondents stated that the period of time they visited the offices of districts are relatively more often even more than once a week, especially when you're taking care of important papers which must be approved at the district level. But in certain circumstances, the Head is in place and complete the requirements of the usual time required to obtain from their local government pelyanan be relatively quick and easy. While the time to visit, in general, the respondents said they most often use to come to visit the district is in the morning around 08:00 hours until 11:00 hours, or if forced to come in the afternoon around 11:00 hours until 14:00 hours on the fifth respondent chose to study sites visit to the township in the morning mainly because of the relative activity of the district office is still running fairly intensive. The time spent waiting, in general, respondents answered only ranged from one day only. This makes sense because of the types of services provided by the district in general is more common types of services in the form of population admnistrasi letters and letters of recommendation for the management of business permits at the municipal level.

### **7.3.2. By type of service that is expected by the Society in the Fifth Study Locations**

Most respondents in the five district study sites, said that kind of service they are looking at the district office are the types of public service commitment nan, such as:

- a. Information and resources. Information about public services in the district are generally obtained by the respondents of their immediate environment such as relatives or friends or colleagues of respondents, and it turns out the answer is very little they can obtain such information from the district authorities to masyarakat socialization about the kinds of public services organized by the districts. In fact, many respondents complained that there was a lack of clarity of information about the service performed by the relevant institutions.
- b. The amount of fees required. Complaints are also submitted by the respondents when asked about the cost they have to spend waiting for service in the district. There are indications of the presence of ambiguity and uncertainty about the rates or the costs to be incurred by the society to



receive services at the district office. It is also recognized by some officers in the district due to the absence of official guidelines on how much costs can be withdrawn by the district to provide services to the community.

#### **7.4. Directions to the District Development Home**

If the institutional district is expected to act as a "binding element" through the synchronization of activity and district as an important actor in managing these activities (from planning, implementation, monitoring and evaluation), the existence and role of districts becomes very important. Thus the direction of institutional development in the future district needs to consider the conditions and risk-specific risk.

Under conditions of institutional diversity at the district level with a range of activities that are drawn from the city to the village through the Sub-District, then attempt to synchronize activities and make the district as an important actor in the management of these activities can actually be said to be an important step to make the district as a "binding element" at the district level, both to the Government in the City and Village in bawahanya it vertically or horizontally. However, many people who actually saw the attainment of a step toward "district as a binding element" vertically and horizontally in the area still feels hard. This is caused by a variety of conflicts. Some thoughts about the direction of institutional capacity building sub-district and village officials developed enough lately. Starting from a very revolutionary thoughts come to mind, or radicals are highly evolutive. Thought which is seen quite revolutionary or radical is thought to know the direction of institutional development district by district-level institutional simplification by reducing the role and functions of district. If the institutional simplification selected at the district level, the existence and functioning of sectoral institutions at the district level is limited and integrated into the institutional structure of the district. When this happens the risk to be faced is the occurrence of conflicts of interest among institutions at the district level. The city government's commitment seems to be the most important factor and a key to its success if it is applied towards development.

While the direction of institutional development district is a highly evolutionary direction of development is done in stages by stages, starting from the development that is considered most likely to be done and needs to be done in the short term, then directed to further development that might be done in the medium term, and last directed to the development of highly advanced in the long run if the previous steps can be done. Each stage contains certain risks and require prerequisites that must be met first.



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