

LEARNING MANAGEMENT IN IMPROVING THE ACCOUNTABILITY OF CIVIL SERVANTS PERFORMANCE IN CPNS BASIC EXERCISES (LATSAR) AT THE HUMAN RESOURCES DEVELOPMENT PERSONAL AGENCY (BKPSDM) OF WEST BANDUNG REGENCY

(Case Study At The Human Resources Development Personnel Agency (Bkpsdm) Of West Bandung Regency)

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ABSTRACT

This research is motivated by various problems and negative views from the public regarding low performance accountability of the State Civil Apparatus, lack of discipline and weak morals such as work programs that are not completed, performance targets that are not achieved, dishonest behavior that is often involved in corruption, employees who are absent, arrive late. but going home early, as well as other events that do not comply with the rules. The aim of this research is to obtain information, description and analysis of learning management in basic training for prospective civil servants (CPNS) in order to increase the accountability of ASN performance. This research is qualitative research with a case study method. The data collection techniques used were observation, literature study, interviews and documentation. Data were analyzed using data reduction, data presentation, and drawing conclusions. Technique for checking data validity using triangulation of sources and techniques. The management theory from Terry (2005), the civil servant performance theory from Dharma (2016), and the learning theory from Qomar (2018). The results of this research show that the basic training planning (Latsar) was made by referring to the Regional Medium Term Development Plan (RPJMD), and the strategic plan and was planned according to submissions from the Regional Apparatus Organization (OPD) which were studied in the training needs analysis. The organization is regulated by a task division mechanism, based on a decision letter from the Head of the Agency relating to the organizational structure of the training management program which is generally understood and implemented by the Personnel and Human Resources Development Agency (BKPSDM). The tasks of the Organizational Structure are carried out according to the duties and functions of the Basic Training participants (Latsar) according to the formation of the participants in the Regional Apparatus Organization (OPD). The implementation of Latsar at BKPSDM is carried out in accordance with planning, apart from providing quality training for Latsar participants, the committee also pays great attention to the health of Latsar participants. Supervision of basic training is carried out daily by Class Observers during distance learning. Meanwhile, during classical times, supervision is carried

out by the Pamong. Obstacles that occur include administrative, organizational and budgetary. Infrastructure and human resource (HR) problems where there are still limited Wisdyaiswara professional staff according to their fields and the obstacles to a lack of learning infrastructure, this can be overcome by increasing socialization and coordination in an active and integrated manner. Careful preparation is needed from the organizers, conveying information through outreach and letters and utilizing the class leader. The conclusion of this research is that the implementation of basic CPNS training in order to increase the accountability of ASN performance at the West Bandung Regency Human Resources Development Personnel Agency (BKPSDM) has been carried out based on a management approach.

Keywords: Learning, CPNS Training, Performance Accountability, ASN.

INTRODUCTION

In accordance with the mandate of Law No.5 of 2014 concerning the State Civil Apparatus (ASN) the demands of the task, role and function of the State Civil Apparatus are as planners, implementing and supervisor of the administration of government and national development through the implementation of professional public policies and services free from political intervention As well as cleaning from the practice of corruption, collusion and nepotism (KKN), this is a picture of the duties and functions of ASN that is very noble that is aspired to and expected in the life of the nation and state.

The implementation of government and development implementation requires the quality of ASN that has integrity, accountability, performance, competence, professional, innovative and skilled in their respective fields. In the context of developing the quality of ASN and in order to provide excellent services to the community in the government sector, all potentials must be able to improve their quality and performance. Superior and professional ASN in government bureaucratic organizations is a key word in the development of human resources, the development of quality and professional ASN competencies needs to be carried out seriously and continuously, so that it can be a basic capital of development that can be developed optimally and can be improved in the quality of productivity of work.

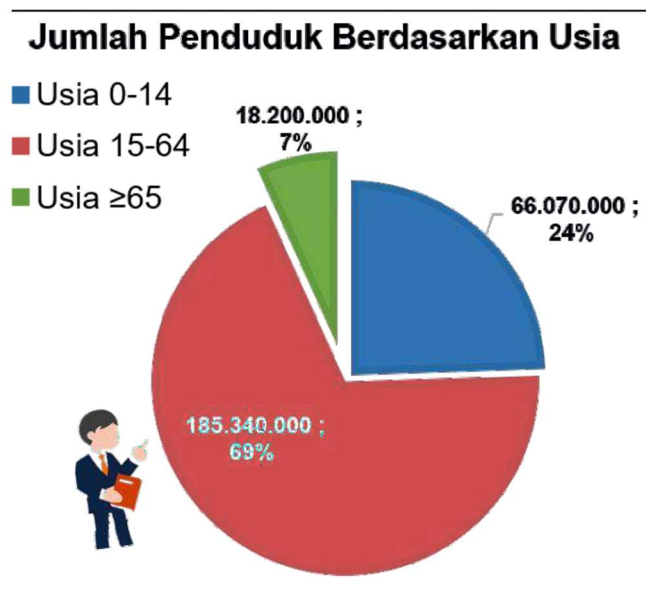
But in reality our bureaucracy is still an obstacle in development, which is marked by the still low performance of bureaucratic services and the high number of corruption in Indonesia. Besides that, the Corruption Perception Index Index (The Corruption Perceptions Index) only released the Corruption Perception Index (GPA) of 2021 Indonesia's GPA increased 1 point to 38 from 2020, 37 from the scale of 0-100 in 2021. This increased value helped hoist the position Indonesia is better in the sequence of global GPA. Indonesia is now 96 out of 180 countries from the previous ranking of 102. Indonesia's GPA had touched the highest value of 40 in 2019. This value fell 3 points to 37 in 2020.

International Transparency involved 180 countries in its GPA survey. Score 0 means that the country is very corrupt, instead of a score of 100 indicating the country is clean from corruption.

The average world GPA was recorded at 43. This value has not changed for 10 consecutive years, two-thirds of the State still have a score of below 50 which indicates the country has a serious corruption problem.

Our bureaucracy is also still faced with domestic problems such as service to poor people, bureaucratic politicization especially occurs since the era of decentralization and regional autonomy, which sometimes can threaten the integrity of national unity and integrity and corruption problems in our bureaucracy world. In other words our bureaucracy is not professional and does not yet have the integrity that is expected to be able to carry out its duties and functions properly. Law Number 5 of 2014 concerning State Civil Apparatus, especially Article 10 and Article 11 in detail explains the functions, duties and roles of ASN as shown below:

1. Implementing Public Policy,
2. Public Servants,
3. Adhesives and Unifying the Nation



The above graph shows that 69 % of Indonesia's population is in productive age. This demographic bonus is a future asset which if developed optimally will become an extraordinary potential for the progress of the nation.

ASN as part of a group of productive age people certainly also plays an important role for the nation. Based on data from BKN, ASN as of 30 June 2022 amounted to 4,121,176 people distributed in central and regional agencies, with a variety of educational backgrounds as well as the type and level of position both structural and functional

Based on the above graphics, the ASN position is only 2% of the population of Indonesia in productive age, of course, the ASN has an important position because the law provides a mandate to the ASN as planner, implementing and supervisor of the implementation of government duties and national development. This role is a manifestation of ASN's functions and heels, which is to become a professional, competent, neutral, independent, independent policy executor and

cleaning from KKN practices to realize world -class bureaucracy and strengthen the unity and unity of the Unitary State of the Republic of Indonesia.

The demands and expectations of the community for the professionalism of the organizer The country is so great because ASN is at the forefront to create a developed, sovereign, just and prosperous Indonesia through the implementation of world -class government bureaucracy. Of course, what is meant by world-class governance here is "a professional and high integrity government that is able to provide excellent service to the community and democratic government management to be able to face challenges in the 21st century" (Perpres 81/2010).

ASN education and training is carried out to produce professional ASN employees, have basic value, professional ethics, free from political intervention, clean from corruption practices, collusion, and nepotism. ASN learning management emphasizes more on the arrangement of employee professions so that it is hoped that there will always be a superior state civil service resource in harmony with the times.

The position or status of civil servants in the bureaucratic system has been considered not perfect to create a professional bureaucracy. To be able to build bureaucratic professionalism, the concepts built in the ASN Law must be clear. Here are some of the concepts in Law No. 5 of 2014 concerning State Civil Apparatus.

Based on the type, ASN employees consist of:

1. Civil Servants (PNS); And
2. Government Employees with a Work Agreement (PPPK).

Civil Servants (PNS) are Indonesian citizens who meet certain requirements, are appointed as ASN employees permanently by staffing officials to occupy government positions, have a national employee registration number.

Whereas PPPK is an Indonesian citizen who meets certain requirements, which is appointed by staffing officials based on work agreements in accordance with the needs of government agencies for a certain period of time in order to carry out government duties.

With the presence of the PPPK in ASN management, emphasized that not all employees who work for the government must have the status of civil servants, but can have the status of contract employees with a certain period of time. This aims to create culture.

In the Management of Education and Training Learning (Diklat) the role and function of Widyaiswara as ASN teachers play a very important role, in accordance with the Minister of Administrative Reform and Bureaucracy Reform of the Republic of Indonesia Number. 22 of 2014 concerning Widyaiswara Functional Position and Credit Score and Regulation of the Head of the State Administration Institute (LAN) Number. 26 of 2015 concerning Guidelines for Assessment of Widyaiswara Functional Position Credit Score. Widyaiswara is a civil servant who was appointed as a functional official by an authorized official with the duties, responsibilities, authority to educate, teach, and/or train (Dikjartih) and evaluate and develop training in government training institutions for ASN .

Besides having the task of providing education, teaching and training as well as facilitators, motivators, tutors, coaches, mentors, counselors and disciplinary enforcers which aim to foster and

increase competencies, performance, integrity and character from ASN in accordance with their functions and duties in providing services to society, nation and state.

Widyaiswara as one of the functional positions has a big role and function and responsibility in the training institution. The good and bad quality of training one of which depends on the existence and role of Widyaiswara as a nation teacher, the standard demands of the competency are very much needed by Widyaiswara which is shown by the abilities innovating for self -capacity development. Widyaiswara is an educator who has an important role in educating, teaching and training ASN in training activities. Widyaiswara as an educator and teacher of the nation has a role and function that determines the quality of every educational and training activity (training), Widyaiswara does not only function to be limited to teaching, Educating and training in a narrow sense but it also functions as a facilitator, moderator, consultant, motivator, dynamiciator or inspiration but also serves as a leader and protector as well as servants in other words Widyaiswara has a very important role in realizing the quality and competency of learning training students, while The quality of learning is as a determinant of Widyaiswara's competence from the quality of education.

The task of Widyaiswara, among others, is to facilitate the learning process in training activities, in this case Widyaiswara has a very vital role and function in developing ASN competencies, functions as facilitators who are very instrumental in functional and technical training activities in the field of Regional Personnel Agency Training, learning success Training is inseparable from the competencies and abilities of Widyaiswara in providing motivation or encouragement that is positive for training students, in this case positive encouragement will have a major effect on professional functional learning training in the Regional Personnel and Human Resources Development Agency (BKPSDM) West Bandung Regency West Java province.

Seeing this reality ASN as a state servant as well as a state civil apparatus is required to improve the quality of performance, self -potential, integrity and service to the public continuously, one of the efforts and efforts in the improvement is the education and training (training) of anti -corruption and integrity for ASN .

In the management of Civil Servants, the development of HR through education and training in Civil Servants, not only to get structural positions but prioritizes the improvement of professionalism of performance, expertise, skills, integrity and character. During this time what happens that the activity of education gives the impression of only a formality that must be carried out by the State Civil Apparatus in obtaining structural and functional positions. Based on the results of preliminary observations and the results of the temporary interview of the author in practice learning management in improving the performance of the State Civil Apparatus (ASN) in the Basic Exercise (Latsar) of CPNS West Bandung Regency is faced with several problems and obstacles including:

First, the learning management has not yet been maximized in the basic training of CPNS, this can be seen that there is still a lack of implementation and the complaints and dissatisfaction are still being conveyed by CPNS Latsar participants in the Regional Government of West Bandung Regency.

Second, the still weak knowledge, understanding and awareness of ASN for the importance of performance accountability can be seen that there are still civil servants who commit violations or misuse in the Regional Personnel Agency and Human Resources of the Government of West Bandung Regency.

Third, there is still a negative stigma towards ASN by the wider community, namely the negative view of the performance and existence of the current ASN where there are still many people who assume that ASN is now lacking in discipline, weak in competence and corrupt behavior, this will result in loss of trust in ASN itself and will have an impact on the running of the wheels of government, nation and state.

The reason the author takes the locus at BKPSDM West Bandung where the results of observations and information as well as the current conditions where the West Bandung Regency BKPSDM in the process of BPSDM is accredited and BKPSDM West Bandung Regency which is currently a BKPSDM pilot is used as a barometer in the management of staffing and competency development. ASN is good and professional for other local governments, this can be seen from the many visits and comparative studies to BKPSDM West Bandung Regency.

METHOD

This study uses descriptive research methods to explain and reveal an existing problem, condition, or event, or to reveal the facts in depth about the management of CPNS basic training learning in improving the accountability of the performance of the State Civil Apparatus (ASN). This research uses a qualitative approach about management Learning in CPNS basic exercises in improving ASN performance is directed to describe and analyze phenomena, events, activities, attitudes, beliefs, perceptions, people's thoughts individually and in groups, are carried out by interviews, observations, literature studies and documentation studies that are focused on obtaining unity data and conclusions. The theoretical foundation is used as a guide so that the focus of this research is in accordance with the facts in the field to provide a general picture of the research background and as a research material.

DISCUSSION

General Profile of the Personnel and Resource Development Agency Human (BKPSDM) West Bandung Regency Regional Personnel and Human Resources Development Agency (BKPSDM) of West Bandung Regency is one of the regional apparatus that has the main task of carrying out the preparation and implementation of regional policies in the field of regional staffing and its function to formulate technical policies in the field of regional staffing, providing support for the administration of regional government in Regional Personnel. Development and implementation of tasks in the field of regional staffing as well as the implementation of other tasks given by the Regent in accordance with their duties and functions. Carry out the preparation and implementation of regional policies that are specific in the field of regional staffing based on West Bandung Regent Regulation No. 72 of 2021 concerning the position, organizational structure, duties and functions as well as the Kerta Staffing Agency for the Development of Human

Resources BKPSDM West Bandung Regency. The Human Resources Development Personnel Agency has the task of serving employees by providing the best service such as implicit in the vision and mission of BKPSDM M, West Bandung Regency, as well as applying the principles of good governance (good governance). This demands a change in new strategies and policies that lead to improving the quality of services so as to make the Personnel and Human Resources Development Agency of West Bandung Regency as an adaptive, innovative and accommodative apparatus institution. BKPSDM West Bandung Regency currently has a vision, mission and strategy namely :

Vision

"The realization of quality, accountable and moral apparatus resources" The translation of the meaning of the vision of the Regional Civil Service Agency is as follows:

Quality: Having competencies in their fields supported by institutions, management, human resources and good infrastructure in order to realize good governance. Accountable: As a staffing institution in carrying out its main tasks and functions can be accounted for both internally within the West Bandung Regency Government, and externally in the community. Moral: Having dedication, integrity, honesty and high discipline based on faith and devotion to God Almighty.

Mission

Improving the quality of apparatus resources Improving the fostering of apparatus in order to encourage improvement in the discipline, performance and welfare of employees to realize quality civil servants;

Improving excellent service of staffing administration in order to realize appropriate administrative services supported by the presentation of accurate staffing data and information; Increase the arrangement and development of civil servants;

Strategy

- a. Arrangement of improving the quality of training in training.
- b. Arrangement of improving the quality of human resources.
- c. Arrangement of improvement of facilities and infrastructure.
- d. Increasing coordination and network.

Goals and objectives of training

- a. Increasing knowledge, skills and attitudes carrying out duties and positions in a professional personality and ethics of civil servants in accordance with the needs of the agency.
- b. Creating an apparatus that is able to act as a reformer and glue of national unity and integrity.
- c. Strengthening the attitude and spirit of service oriented to service, protecting and empowerment of the community.
- d. Creating a common vision and dynamics of mindset in carrying out the tasks of general government and development of the realization of good governance.

Target

Civil Servants who have competencies in accordance with job requirements.

- a. CPNS Basic Training Management Research Findings (Latsar) that occurred at BKPSDM West Bandung Regency

CPNS Basic Training Planning (Latsar) in order to improve PNS performance accountability from the results of data excavation through observations, documentation studies and interviews related to data from the Head of BKPSDM, Widyaswara and Latsar participants or CPNS then triangulating in CPNS basic training planning in order to improve performance accountability PNS in BKPSDM West Bandung Regency. West Bandung Regency BKPSDM planning is carried out with various stages before the training. The planning of West Bandung Regency BKPSDM is the setting of policy and program goals, human resources, and budget planning. CPNS Latsar Planning is made with reference to the RPJMD and Renstra. And of course planned according to the submission and OPD examined in the analysis of training needs. Includes setting policy and program goals, determining Human Resources (HR) and planning.

Organizing CPNS Basic Training (Latsar) in order to improve the accountability of civil servant performance. From the results of data excavation through observation, documentation studies and interviews with the Head of BKPSDM, Widyaiswara and Latsar participants or CPNS then triangulation is carried out in the implementation. When viewed from the organization of Latsar participants in their groups based on groups and tasks, functions are in accordance with the formation in each OPD. In its implementation takes place in various stages. As for more details as follows: Division of Tasks and Making Organizational Structure

CPNS Basic Training (Latsar) in order to increase the accountability of civil servants' performance from the results of data excavations through observation, documentation studies and interviews with the Head of the West Bandung Regency BKPSDM Agency and then triangulation is carried out in the basic training of CPNS carried out in accordance with the theme of predetermined scheduling and budgeting. Implementation in accordance with the schedule made by BPSDM West Java Province. The process of implementing activities was first with socialization and then making technical instructions, guidelines, SOPs, then the Basic Training process (Latsar) CPNS

The training process began with the registration of participants, after which they entered the training dormitory held at the West Java Province BKPSDM Education and Training Building. For daily life the participants were accompanied by a companion from the TNI-AD Training and Training who worked together to assist Latsar participants in everyday life in the assessment of the attitudes and behavior of Latsar participants. Behavior and attitudes in everyday life are always started with the preparation and implementation of the Fajr Prayer in congregation, tausiah, morning sports, breakfast, morning apple preparation whose officers are carried out rotating by Latsar participants. Activities outside this class are the responsibility of the companion from the TNI. As well as the assessment given by class companions. The implementation uses the blended learning model using LAN's Kolabjar e-learning, the zoom application for synchronous and face-to-face (classical) activities at the end of the activity. This is in accordance with the planning and supervision of the quality assurance as well as an evaluation. Entering a large class or small class is arranged by the organizer and class observer. Widyaiswara as the training of training that must be delivered to the training participants. Large classes are located in the hall where all participants gathered from two generations, while small classes are rooms that are filled by Latsar participants in the class with one Widyaiswara and class observer.

In the large class the material delivered is the Overview of the Training Policy conveyed by the Structural Officials from the BPSDM of West Java Province. Furthermore, entering the group of group dynamics training given by Widyaiswara, to build a classroom atmosphere that must be conducive and melting with the background of participants of various professions and science. All participants are positioned as training participants who depart from diversity but must build cohesiveness and togetherness during the training period and are expected to continue after completion of the training with the intent and purpose so that it is easy to build communication, collaboration and internal coordination of the Regional Apparatus Organization or Cross Regional Organizations (OPD).

The training that is conveyed includes the current ASN core value, which is a morality consisting of a curriculum training in service, accountability, competence, harmonious, loyal, adtip and collaborative. After the learning process in the classroom is continued in training material outside the classroom with the spirit of the fire defense. This material was started with the same as the faith to see the physical strength of the participants with the measures of running, sit ups, pus -ups continued with the material of the Civil Ceremony. Furthermore, Caraka, trainees are expected to be able to show mental strength when getting threats, signs, obstacles, disturbances.

The peak of the spirit of the spirit of the state defense was closed with the pronunciation ceremony of the pledge of the praise of the Panca Panca Korperi smelling the red and white flag and burning the fire as a symbol of the spirit of state defense.

Furthermore, the direction and division of making the actualization design must be implemented by the training participants. Basic CPNS, Latsar participants were divided into small groups, as many as 10 of their group centers and accompanied by coach from Widyaaiswara who served as a guide in making actualization draft that must be implemented in the period of habitation for the next 30 days which was carried out in the Regional Government Organization (OPD) each each. The actualization design made by participants will be seminated in the Actualization Design Seminar (RA) which in its implementation there are five people in one room. Participants as report makers who determine the actualization design are strengthened by OLCHE Mentor as a direct supervisor to be guided by the modear, the coach who is in charge as a moderator and all participants' presentations can be tested by the Defense, namely Widyaaiswara who is given the task of the examiner. The results of the actualization design seminar will get approval to be followed up by participants during the habitation in their respective offices.

CPNS Basic Training Supervision in order to improve the accountability of civil servants' performance. From the results of data excavation through observation, documentation studies and interviews with the Head of BKPSDM, Widyaaiswara and Latsar participants or CPNS then triangulation was carried out on the supervision of Basic CPNS training. In order to improve the accountability of civil servant performance with various methods and stages. Basic Pelathan supervision is carried out daily by class observers during distance learning. Whereas the classical during the supervision by Pamang. As for more details as follows: Procedures and Technical Guidelines for Supervision, Organizational Communication and Supervision and Supervision of the Parties involved.

Obstacles in Learning Management in CPNS Basic Exercises (Latsar) in order to increase ASN performance accountability in West Bandung Regency. From the results of data excavation through observation, documentation studies and interviews with the Head of BKPSDM, Widyaaiswara and Latsar participants or CPNS then triangulated in basic training planning CPNS in order to improve ASN work performance in West Bandung Regency BKPSDM, then triangulation is carried out on obstacles faced in the management of CPNS basic training in order to improve the work performance of civil servants including: administrative barriers, organizational barriers, budget barriers and human resource barriers (HR)

CONCLUSION

Learning Management in Basic CPNS Training in order to improve ASN performance accountability in West Bandung Regency BKPSDM West Java Province has been carried out by setting policy and program objectives at BKPSDM that the policy and programs of the CPNS Latsar Program in BKPSDM are determined by referring to the training needs in accordance with the submissions From each OPD. The CPNS Basic Exercise (Latsar) at BKPSDM has been very well carried out, in addition to providing quality training for Latsar participants, the committee is

also very concerned about the health of Latsar participants. However, even with all its limitations the management of CPNS basic training in order to improve ASN work accountability in West Bandung Regency BKPSDM has been carried out based on the learning management approach including:

Planning, namely setting policy and program goals, human resources, and budget planning. Latsar planning is made by referring to the RPJMD and Renstra and planned according to the submission of the OPD studied in the analysis of training needs.

The organization is regulated by the mechanism for the division of tasks, it is regulated based on the Decree of the Head of Agency relating to the organizational structure of the training management program that is generally understood and implemented by BKPSDM. Task of the organizational structure. The division of tasks is carried out according to the duties and functions of Latsar participants according to the formation of the participants in the OPD.

The implementation of Latsar CPNS at BKPSDM has been very well carried out, in addition to providing quality training for Latsar participants, the committee is also very concerned about the health of Latsar participants.

Supervision of basic training is carried out daily by class observers during distance learning. Whereas when classical is carried out supervision by civil servants. In the procedure and technical instructions for supervision, namely Megacu in Perlan Number 1 of 2021 as amended by Perlan Number 10 of 2021.

Psychological obstacles or bureaucratic culture faced by BKPSDM, namely in general because of the large number of participants while the CPNS time is only one year so that there is an extraordinary activity on the part of the organizer and facilitator (Widyaiswara) and the limited professional staff according to their fields. Not in accordance with reward or honorarium for the supporting peng.

In overcoming obstacles to the lack of learning media, namely related to socialization before implementation, careful preparation from the organizer and work performance appraiser. Submission of information through socialization and letters and utilizing the chairman of the force.

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