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Management of basic training of calon pegawai negeri sipil (cpns) in order to improve the work performance of pegawai negeri sipil in bpsdm west java province

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Abstract

This research is motivated by various performance problems of pegawai negeri sipil, namely work programs that are not completed, performance targets that are not achieved, dishonest behavior, employees who are absent, come late but leave early, and other events that are not as expected, resulting in the low quality of performance of pegawai negeri sipil (PNS). This research approach is qualitative research with a case study method. The data collection techniques used are observation, interview, and documentation. The results of this study indicate that latsar planning is made by referring to the RPJMD and Renstra and is planned according to submissions from OPD which are reviewed in the training needs analysis. Organizing is arranged with a task division mechanism, regulated based on the Principal's decree relating to the Organizational Structure of the training management program which is generally understood and implemented by BKPSDM. The implementation of education and training at BKPSDM has been very well implemented, in addition to providing quality training for trainees, the committee is also very concerned about the health of participants. Supervision of basic training is carried out on a daily basis by class observers during distance learning, while during classical training supervision is carried out by pamong. Psychological barriers or bureaucratic culture faced by BKPSDM are generally due to the large number of participants while the CPNS time is only one year so that there is extraordinary busyness on the part of the organizers and facilitators (widyaiswara) and

limited professional staff according to their fields. In overcoming obstacles to the lack of learning media, namely related to socialization before the implementation of careful preparation from the organizers and performance appraisers. Submission of information through socialization and letters and utilizing the class leader.

Keywords

Management, Basic Training, CPNS, Job Performance, Civil Servants.

Introduction

Pegawai negeri sipil (PNS) have a decisive role in realizing the country's goals as stated in the Preamble of the 1945 Constitution of the Republic of Indonesia, with conditions characterized by abundant natural wealth, human resource potential, large market opportunities and relatively stable democracy. However, the conditions that have been met have not been able to be managed effectively and efficiently by development actors, so that Indonesia is still lagging behind the rapid pace of global development today. A number of strategic decisions ranging from formulating policies to implementing policies in various development sectors are carried out by pegawai negeri sipil. To play this role, professional pegawai negeri sipil are needed, namely pegawai negeri sipil who are able to meet the competency standards of their positions so that they are able to carry out their job duties effectively and efficiently.

According to Law Number 5 of 2014 concerning Aparatur Sipil Negara Article 1 Paragraph 3, Pegawai negeri sipil (PNS) are "Indonesian citizens who meet certain requirements, appointed as permanent employees of Aparatur Sipil Negara (ASN) by the staffing authority to occupy government positions". Law Number 5 of 2014 concerning Aparatur Sipil Negara (ASN), implies a mandate that "ASN employees are positioned as an element of the state apparatus, which implements policies set by the leadership of Government Agencies, must be free from the influence and intervention of all groups and political parties" reads Article 8 and Article 9 Paragraphs (1 and 2) of this Law ".

And "ASN employees play a role as planners, implementers, and supervisors of the implementation of the general duties of government and national development through the implementation of policies and public services that are professional, free from political intervention, and clean from corrupt practices, collusion, and nepotism" reads Article 12 of this Law. The position and role of pegawai negeri sipil (PNS) is very important and decisive because pegawai negeri sipil are an element of the state apparatus in carrying out government and development tasks in order to achieve national goals.

To be able to form a professional civil servant figure as mentioned above, it is necessary to carry out coaching through training. So far, training for the formation of Calon Pegawai Negeri Sipil (CPNS) has been carried out through Pre-Service Education and Training (Diklat Prajabatan), where the practice of

organizing training where learning is dominated by lectures is difficult to form strong and professional civil servant characters. In line with the enactment of Law Number 5 of 2014 concerning State Civil Apparatus (ASN Law) and referring to Article 63 paragraph (3) and paragraph (4) and Government Regulation Number 11 of 2017 concerning Civil Servant Management, CPNS are required to undergo a probationary period carried out through an Integrated Training process (Pre-Service Training) to build moral integrity, honesty, nationalism and nationalism spirit and motivation, superior and responsible personality character, and strengthen professionalism and field competence.

Based on this, Prospective Pegawai negeri sipil (CPNS) have not been fully recognized as a Civil Servant (PNS). Candidates for Pegawai negeri sipil (CPNS) must attend the most basic training for Calon Pegawai Negeri Sipil, or abbreviated, Latsar CPNS or simply called Latsar is a requirement for Calon Pegawai Negeri Sipil (CPNS) to be appointed as Pegawai negeri sipil (PNS). Before 2015, it was known as Pre-Service Education and Training or abbreviated as Pre-Service Training or simply called Prajab. In Government Regulation No. 101 of 2000 concerning education and training for the position of State Civil Apparatus (Pegawai negeri sipil), among others, the types of ASN / PNS training are stipulated. One type of training is Latsar CPNS (Class I, II, or III) which is a requirement for the appointment of Calon Pegawai Negeri Sipil (CPNS) to become ASN / PNS according to the class mentioned above. Latsar CPNS is carried out to provide knowledge for the formation of national insight, personality and ethics of Pegawai negeri sipil, basic knowledge of the state administration system, field of duties and organizational culture in order to be able to carry out their duties and roles as public servants. This is oriented towards fulfilling the competencies of a Civil Servant Candidate (CPNS).

Human Resource Competencies according to the results of the study of Perrin and (Arifudin, 2021)(Arifudin, 2021), namely having computer skills (Line Executive), having extensive knowledge of vision, having the ability to anticipate the effects of change and having the ability to provide education about human resources. In an effort to improve and develop employee competence and performance, there are 3 government institutions that play an important role in this matter, namely the Ministry of Administrative Reform, Badan Kepegawaian Negara (BKN), and Lembaga Administrasi Negara (LAN).

However, the facts in the field still show that the competence of Pegawai negeri sipil (PNS) is still low, including in work programs that are not completed, performance targets that are not achieved, dishonest behavior, absent employees, arriving late but leaving early, and other events that are not as expected. These are problems that occur resulting in the low quality of performance of Pegawai negeri sipil (PNS).

The State budget spent for the benefit of Pegawai negeri sipil (PNS) has increased from year to year, but this has not been matched by an increase in competence and high performance for Pegawai negeri sipil (PNS). Human

Resources or employee competencies are competencies related to knowledge, skills, abilities and personality characteristics that directly affect their performance.

Pegawai negeri sipil (PNS) as government officials and public servants are the most important assets that spearhead the implementation of duties and responsibilities in government agencies. The essence of the duties and responsibilities of government agencies is to carry out the functions of service, development and empowerment to the community as the beneficiaries. Therefore, every government agency must realize excellent service, where this goal will not be achieved if it is not supported by maximum performance. In the view of the public, as well as notifications on social media, in general, the performance of the existing government apparatus has not been able to meet the expectations of most people. From this phenomenon that occurs, it raises various views that ultimately give an unfavorable predicate to Pegawai negeri sipil as government officials.

In relation to the performance of pegawai negeri sipil in West Java Province, there are quite worrying problems related to the main duties and functions of pegawai negeri sipil, as stated in Kompas.com news, namely: Deputy Secretary for Apparatus Accountability Bureaucratic Reform and Supervision of the Ministry of PAN-RB Didid Noordiatmoko said that around 20 percent of pegawai negeri sipil in West Java do not understand their main duties and functions. This was revealed from the results of the PAN-RB Ministry's survey of pegawai negeri sipil in the West Java Provincial Government and 27 district cities in West Java. (Dendi Ramdhani, Kompas.com with the title "Kemenpan RB Survey: 20 Percent of Pegawai negeri sipil in West Java Do Not Know Their Duties", Wednesday 2-10-2019).

This is very dangerous for the organizational performance of the organization, because it is carried out by employees who do not understand their main duties and functions. It is strange if someone works without knowing what to do. Because employees are a very important part of the organization, not understanding their main duties and functions has the potential to affect the achievement of local government performance.

Performance problems have also been raised by BKN Principal Secretary Supranawa Yusuf, saying that there are problems in civil servant performance management, namely there is still a mismatch between performance scores and facts in the field. Supranawa said, when viewed from the assessment of work performance, almost all pegawai negeri sipil enter the good category and even about 20 percent get very good grades. However, if you look at the facts in the field, some parties complain that the performance of pegawai negeri sipil is still falling. If you look at the facts in the field, there are many complaints either from the community, stakeholders or agency leaders. Supranawa also admitted that he often listened to complaints from a number of regional heads who came from outside the bureaucracy, these complaints were mostly about the performance of pegawai negeri sipil in the regional head's agency who could not keep up with the rhythm of working quickly. (Liputan6.com, <https://www.liputan6.com/bisnis/read/4125095/bkn-kinerja-pns-masih-jeblok->

meski-nilai-prestasi-baik).

Based on existing data related to the performance assessment of pegawai negeri sipil in several districts / cities in West Java, it still shows performance that needs to be improved based on the level of public satisfaction with civil servant services. This was reported by the Ministry of PAN RB in 2016 which was released in 2017 as follows:

Table 1.1 Recapitulation of Work Performance Assessment of Pegawai negeri sipil in Local Government In West Java in 2016

INSTANSI	%	Penilaian Prestasi Kerja			
		Sangat Baik	Baik	Cukup	Kurang Baik
170 Pemerintah Kab. Bekasi	-				
171 Pemerintah Kab. Karawang	48.8%	163	5,609	16	3
172 Pemerintah Kab. Purwakarta	60.9%	81	5,505	24	1
173 Pemerintah Kab. Subang	0.3%	0	39	0	3
174 Pemerintah Kab. Bandung	20.3%	68	4,023	28	2
175 Pemerintah Kab. Sumedang	40.4%	135	5,148	11	0
176 Pemerintah Kab. Garut	5.1%	2	921	1	0
177 Pemerintah Kab. Tasikmalaya	24.9%	110	2,895	278	1
178 Pemerintah Kab. Ciamis	73.4%	15	8,749	33	4
179 Pemerintah Kab. Cirebon	9.0%	21	1,342	37	1
180 Pemerintah Kab. Kuningan	15.8%	91	2,155	1	0
181 Pemerintah Kab. Indramayu	-				
182 Pemerintah Kab. Majalengka	99.9%	26	12,692	17	10
183 Pemerintah Kab. Bandung Barat	-				
184 Pemerintah Kab. Pangandaran	0.9%	0	35	0	0
185 Pemerintah Kota Bandung	62.9%	567	9,938	341	54
186 Pemerintah Kota Bogor	-				
187 Pemerintah Kota Sukabumi	13.7%	6	691	1	2
188 Pemerintah Kota Cirebon	-				
189 Pemerintah Kota Bekasi	-				

(Source: Kemenpan RB, 2017)

Based on this data, it can be seen that the Regency and City Governments in West Java have good work achievement scores, but when connected with the statement of the Principal Secretary of BKN, there are still many complaints from the public, stakeholders and regional leaders. The other side of the report is that there are still many achievement report data submitted by local governments with a small percentage (Subang Regency 0.3%) and even many reports that are empty, with no reason why they have not reported. The highest percentage of work achievement reports was submitted by Majalengka Regency (99.9%) and the second highest was Ciamis Regency (73.4%). (Recapitulation of Work Performance Assessment of Pegawai negeri sipil in Government Agencies in 2016 Condition December 22, 2017 (menpan.go.id)).

Both central and local governments have relentlessly made various efforts to improve the performance of pegawai negeri sipil through the issuance of various regulations, providing rewards and punishments, increasing salaries and allowances, education and training, coaching and increasing supervision by supervisory apparatus.

Performance improvement as part of human resource management (HR) is

inseparable from the HR management process, as stated by Pigors and Myers in Hasibuan (2015), which emphasizes recruitment, maintenance and development. Likewise, the implementation of government HR management, which in this case is Pegawai negeri sipil, starts from procurement, coaching and development.

As part of the bureaucratic reform rolled out by the government and in accordance with the mandate of article 62 of Law Number 5 of 2014 concerning State Civil Apparatus (ASN) that the implementation of civil servant procurement selection by Government Agencies through objective and open assessments based on competencies, qualifications, and other requirements required by the position.

Still in the series of procurement of Calon Pegawai Negeri Sipil (CPNS) in accordance with Article 34 of Government Regulation Number 11 of 2017 concerning Civil Servant Management which states that Calon Pegawai Negeri Sipil must undergo a probationary period of 1 (one) year, the probationary period is a pre-service period, the pre-service period is carried out through an education and training process, the education and training process is carried out in an integrated manner to build moral integrity, The education and training process is carried out in an integrated manner to build moral integrity, honesty, enthusiasm and motivation for nationalism and nationality, superior and responsible personality character, and strengthen professionalism and field competence, Education and training can only be attended 1 (one) time, Education and training guidance is carried out by the Head of LAN, Further provisions regarding education and training are regulated by a Regulation of the Head of LAN.

Based on the State Administration Agency Regulation Number 12 of 2018 concerning Basic Training for Calon Pegawai Negeri Sipil, it is explained that CPNS must undergo a Pre-Service period which is carried out for 1 (one) year from the date of appointment as CPNS. Each Government Agency is obliged to provide Basic Training for CPNS during the Pre-Service Period, which can only be attended by the CPNS concerned 1 (one) time.

The implementation of this Latsar aims to develop the competence of CPNS which is carried out in an integrated manner which is measured based on the ability of: 1) Demonstrate the attitude of state defense behavior, 2) Actualize the basic values of pegawai negeri sipil in carrying out their job duties, 3) Actualize the position and role of pegawai negeri sipil within the framework of the Unitary State of the Republic of Indonesia (NKRI), and 4) Demonstrate mastery of technical competencies required in accordance with the field of duty.

The CPNS Latsar is carried out in the form of classical training and non-classical training. Where classical training is a learning process carried out face-to-face in the classroom while non-classical training is a learning process carried out at least through e-learning, on-the-job guidance, outdoor training, distance training and/or internships. For the Latsar curriculum, it consists of: Group Dynamics, State Defense, National Insight, State Civil Apparatus Management, Contemporary Issues and A.N.E.K.A (Accountability Nationalism Public Ethics Quality Commitment Anti-Corruption), Whole of Government, Public Service, Actualization Design,

Actualization (Off Campus), Curricular Program.

From this description, the most basic and can affect the Work Performance of CPNS include Accountability, Public ethics, quality commitment and public service. The reason is that in facilitating basic formation in trainees, it must be related to the basic values of accountability, conflict of interest in society, neutralization of pegawai negeri sipil, justice in public services and consistent attitudes and behaviors are the values expected by the community from the CNS training results.

Furthermore, public ethics is a code of ethics that requires ASN to provide professional services. Through the code of ethics training, it is hoped that the mindset of public officials must change. In accordance with the legislation regarding the code of ethics for pegawai negeri sipil in Law No. 5 of 2014 is the strongest position at this time.

In instilling a culture of quality in government agencies, quality commitment is needed from public officials, so as to create continuous improvement and reach the peak of kaizen. Quality commitment is a pledge of ourselves to society that is reflected through actions as a form of employee performance. Quality commitment is one of the public services by public officials who are oriented towards public satisfaction and quality results, both products and services. Quality public services play an important role in creating a just and prosperous society as a whole.

The current reality is corrupt officials, unfinished work programs, unachieved performance targets, dishonest behavior, employees who are absent, come late but leave early, and other events that do not meet expectations. This is part of quality, which includes ineffectiveness and inefficiency. This shows the various problems that occur in improving the work performance of pegawai negeri sipil. So it is necessary to implement the implementation of quality CPNS basic training in producing an increase in pegawai negeri sipil' work performance.

Law number 25 of 2009 concerning public services explains that public services are activities or series of activities in order to fulfill service needs in accordance with laws and regulations for every citizen and / or administrative services provided by public service providers. In order for public officials to be able to fulfill the law, they must work in accordance with service standards. Service standards are benchmarks that are used as guidelines for implementation and reference for assessing service quality as an obligation and promise of implementation to the community in quality, fast, easy, affordable and measurable services.

The current reality is that there are still public services that are not of high quality. for example, behavior or actions when serving the community, helping with a sense of insincerity or expecting compensation, promises that are not fulfilled or not on time, not feeling comfortable when communicating or showing favoritism and so on. This shows the various problems that occur in improving the work performance of pegawai negeri sipil. So it is necessary to implement the implementation of quality CPNS basic training in producing an increase in pegawai

negeri sipil' work performance.

Basic Education and Training (Latsar) CPNS 2018 uses a new integrated curriculum. With this new curriculum, CPNS only get one chance to take part in Latsar. The change in the education and training curriculum in 2018 is different from the previous curriculum for CPNS. If previously known as Pre-Office Training and each CPNS had two opportunities, then with this new curriculum the CPNS only have one opportunity (Head of the State Administration Agency (LAN) Adi Suryanto, 2018).

With this new curriculum, it is expected to produce employee profiles that are able to realize a world-class government in accordance with the government's target in 2024. That is ASN who is IT literate, has foreign language skills, is friendly, has a network, has an entrepreneurial spirit, and has integrity, (Setiawan Wangsaatmaja - Deputy for Apparatus Human Resources Kemenpan & RB - <http://kanreg3.id/berita/detail/rapat-koordinasi-tim-agen-perubahan-kantor-regional-iii-bkn>

CPNS who have gone through these various requirements are ready to become agents of change. Although change is a nature that arises in the process of human life and human civilization. But change in the form of ideas or technology needs to be encouraged continuously to ensure the achievement of a goal. This requires a link between the source of change and the target community as the target of a change through a policy.

CPNS as agents of change must understand the "channel of communication" in order to be able to convey the message of change through the right people with a communication model that is easily understood by them so that the process of adopting ideas / technology runs effectively and provides real benefits for the community. (Wahyu Eko Handayani, 2018. <http://korankaltara.com/widyaiswara-sebagai-agen-perubahan/>)

The positive implication of CPNS basic training is the performance of pegawai negeri sipil, namely changes in bureaucratic behavior before and after attending training so that efforts to realize bureaucratic performance and good governance-oriented governance can be realized.

The implementation of CPNS basic training can answer the challenges of bureaucratic reform in public services which involve three things, namely competency development, increased professionalism and efforts to realize key roles as agents of bureaucratic mindset change.

BPSDM as a forum for improving human resources must have expertise, managerial, social, and intellectual/strategic competencies. Managerial competence correlates with the ability to apply concepts and planning, organizing, controlling, and evaluating the performance of organizational units. Social competence is closely related to the ability to communicate required by the organization in carrying out its main tasks. With regard to the external environment, we can see it from the implementation of patterns of partnership, collaboration and network development with various institutions.

Intellectual/strategic competence is needed to be able to think strategically with a far-sighted vision. This competency includes the ability to formulate vision, mission and strategy in order to achieve organizational goals, as an integral part of national development.

From a place of human resource improvement such as BPSDM, the quality will change the mindset, cultural patterns and patterns of action and ethics of the CPNS bureaucracy in order to collaborate with various problems that occur in society. With a changed mindset, we can hope that when they enter the bureaucratic building, their behavior will change for the better. They will have good work ethics and culture, have a strong national insight, understand their duties and responsibilities as ASN, uphold ethics and morals, keep working by actually working, realize the importance of providing excellent service and so on. The birth of these behavioral changes will automatically facilitate bureaucratic reform to increase ASN competence in facing the challenges of the industrial revolution 4.0. (Wahyu Eko Handayani, 2018. <http://korankaltara.com/widyaiswara-sebagaiagen-perubahan/>).

The Human Resources Development Agency (BPSDM) of West Java Province as one of the training institutions that has always been a place to organize pre-service training or basic training for CPNS candidates sent by districts / cities in West Java has carried out CPNS Basic Training in accordance with LAN Regulation Number 12 of 2018 concerning CPNS Basic Training. The alumni of CPNS basic training conducted at BPSDM are spread in almost all districts / cities in West Java.

Of the many alumni of the CPNS basic training participants, they will contribute to the administration of government in the district / city in accordance with their respective main duties and functions.

From this background, the author is interested in making research with the title: "Management of Basic Training for Calon Pegawai Negeri Sipil (CPNS) in Order to Improve Civil Servant Work Performance at BPSDM West Java Province (Case Study at BKPSDM Ciamis Regency and BKPSDM Karawang Regency)".

Research Methods

This study seeks to analyze and describe the management of basic training for prospective pegawai negeri sipil (CPNS) in order to improve the work performance of pegawai negeri sipil at BPSDM West Java Province. The approach used in this research is a qualitative approach. According to Bogdan and Taylor in (Bahri, 2021), a qualitative approach is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. The method is by transcribing the data, then coding the notes in the field and interpreting the data to obtain conclusions. The type of research used in this research is a case study. According to (Rahayu, 2020) that a case study is an empirical study that investigates a symptom in a real-life setting. The results of this study were collected with primary data and secondary data.

Determining the right data collection technique determines the scientific

truth of a study. The data collection techniques used in this study are:

1. Observation

Observation is part of the research process directly on the phenomena to be studied. (Hanafiah, 2021). With this method, researchers can see and feel directly the atmosphere and conditions of the research subjects. The things observed in this study are about the management of basic training for prospective pegawai negeri sipil (CPNS) in order to improve the work performance of pegawai negeri sipil at BPSDM West Java Province.

2. Interview

The interview technique in this study is a structured interview, which is an interview conducted using predetermined guidelines, the questions are strictly structured and the questions are the same for each subject. (Sugiyono, 2015).

3. Documentation

Documentation is one of the data collection techniques through existing documents or written records. (Arifudin, 2020). Documentation comes from the word document, which means written items. In carrying out the documentation method, researchers investigate written objects, such as books, magazines, meeting minutes, and diaries. According to Moleong in (Mayasari, 2021) that the documentation method is a way of collecting information or data through testing archives and documents. The documentation strategy is also a data collection technique submitted to the research subject. The data collection method using this documentation method is carried out to obtain data about the state of the institution (object of research), namely the existence of management of basic training for prospective pegawai negeri sipil (CPNS) in order to improve the work performance of pegawai negeri sipil at BPSDM West Java Province.

Findings

1. CPNS basic training planning in order to improve the work performance of pegawai negeri sipil

In planning training activities at BKPSDM, various stages are carried out before the training is carried out. The planning is the determination of policy and program objectives, human resources, and budget planning. Latsar planning is made with reference to RPJMD and Renstra. And of course it is planned according to submissions from OPD which are reviewed in the training needs analysis. This is very good in producing the right policy formulas in organizing latsar for CPNS.

In determining the objectives of policies and programs at BKPSDM, the objectives of the CPNS latsar policy and program at BKPSDM are determined by referring to the training needs in accordance with the submissions from each OPD.

Policy for organizing education in BKPSDM. Widyaiswara, direct superiors (mentors) of latsar participants, latsar participants, LAN, bpsdm jaba province. In budget planning, of course, it refers to the BKPSDM RPJMD. The budget is planned based on the proposals for training participation from each OPD. The budget used is from the APBD which has been contained in the RPJMD. This has a very good impact in an effort to produce targeted education and training.

2. Organizing CPNS basic training in order to improve the work performance of pegawai negeri sipil

Basic training is organized thoroughly. Starting from the head of BPSDM who ordered the head of education and training to coordinate with the head of employee procurement, in order to calculate the number of CPNS recruitment formations which then became the basis for organizing the implementation of training. This is very good in supporting the implementation of CPNS basic training in order to improve the work performance of pegawai negeri sipil.

In the task distribution mechanism, it is regulated based on the Principal's decree relating to the Organizational Structure of the training management program that is generally understood and implemented by BKPSDM. Tasks from the Organizational Structure. The division of tasks is carried out according to the duties and functions of LATSAR participants according to the formations that participants in their OPD. The organizational structure in training, curriculum and technical implementation instructions come out and the certificate of graduation comes out from the LAN Center, for implementation that prepares schedules, teaching teams, assistants are made by BPSDM West Java Province, BKPSDM Ciamis Regency is involved during classical or face-to-face implementation in the classroom. This is very good when the division of tasks must be provided with a replacement process mechanism in order to fulfill the right one.

3. Implementation of CPNS basic training in order to improve the work performance of pegawai negeri sipil

The implementation of the diklatsar at BKPSDM has been very well implemented, besides providing quality training for diklatsar participants, the committee is also very concerned about the health of diklatsar participants. During the socialization for guardians, the organizers of the new regulations in substance and tennis were conveyed in a workshop organized by LAN RI. Socialization because often the format of reports, both SIKU, PKTBT, Actualization, has different formats, perhaps due to less than optimal socialization, and also the time for socialization should not be at night when everyone is sleepy SRA / SK Team (school); identify potential; and report to the PPPA Office and the Education Office. this must be taken into consideration in improving the implementation of education for anyone without exception.

In making operational and technical guidelines, SOPs are used as guidelines.

also the results of a workshop from LAN RI. BPSDM West Java compiled guidelines for the implementation of Latsar CPNS including in BKPSDM. The implementation uses blended learning mode using LAN's Kolabjar e-learning, zoom application for synchronous and face-to-face (classical) activities at the end of the activity. This is in accordance with planning and supervision from quality assurance as well as evaluation. So that it can encourage future improvements.

4. Supervision of CPNS basic training in order to improve the work performance of pegawai negeri sipil

Supervision of basic training is conducted on a daily basis by class observers during distance learning. While during classical times supervision is carried out by pamong. In the Supervision Procedures and Technical Guidelines, namely referring to Perlan number 1 of 2021 as amended by perlan number 10 of 2021. Supervision and monitoring of the evaluation of latsar activities is carried out by LAN through Kolabjar, as well as by the Quality Assurance Team. In accordance with the Decree of the Head of the State Administration Institute Number: 93/K.1/PDP.07/2021, there is evaluation monitoring, training implementation reports, post-training evaluations and alumni development. This is very good in producing improvements in carrying out the latsar education process in accordance with the provisions.

Organizational communication is carried out through preparatory meetings, evaluation of implementation and incidental meetings if needed which are carried out online in the zoom application. The results of quality assurance observations are submitted as a reflection and evaluation material on the process for the teacher, the training process. Quality assurance is calculated in the implementation and evaluation of training for participants and organizers as well as Widyaiswara. Specifically. Local government, BKPSDM, Widyaiswara, and Health Office. Synergy is needed in achieving a goal.

5. Obstacles in the management of CPNS basic training in order to improve the work performance of pegawai negeri sipil

Psychological obstacles or bureaucratic culture faced by BKPSDM are generally due to the large number of participants while the CPNS time is only one year so that there is tremendous busyness on the part of the organizers and facilitators (widyaiswara). Limited professional staff according to their fields. Not yet appropriate reward or honor for the guardian. The opportunities that are obtained are also still in doubt, but the printing process must also be entered. Administrative obstacles that occur in the implementation of CPNS Basic Training, that until now the reward for training problems is still very low. Administrative obstacles are usually in the collection of required files that are not in accordance with what is stated in the rules or are incomplete. So that it has not been able to provide the best service on the success of various children's agendas.

Organizational barriers in improving the work performance of pegawai

negeri sipil lack of communication and incomplete physical evidence as a means of supporting the assessment. Lack of coordination between city district organizers and West Java BPSDM organizers. Communication with coaches outside the ciamis area sometimes occurs, bkpsdm ciamis should be more able to accommodate the presence of coaches outside the ciamis area at the time of the seminar session, because some coaches do not know if the seminar is held face-to-face directly. Funding barriers are not problematic because they have been planned, and the implementation of LATSAR is as planned. Funding obstacles can be minimized before the implementation of the CPNS basic training because it is already mature in planning. In general, funding barriers can be overcome relatively because they have been planned, and the implementation of LATSAR is as planned. This makes it easier to achieve the book.

6. Solutions in dealing with obstacles to the management of CPNS basic training in order to improve the work performance of pegawai negeri sipil

Incentive communication between management and widyaiswara, especially to the team leader. Solutions for psychological barriers, reminded, strengthened in instilling understanding in the training overview in improving work performance understanding and communication. In overcoming the obstacles of learning media shortages, namely related to socialization before implementation, careful preparation of organizers and work performance assessors. Submission of information through socialization and letters and utilizing the class leader. Solution to organizational barriers. In overcoming organizational barriers to the review of nearby service institutions such as health centers, police, fire departments, community institutions, the business world, mass media etc.

Better communication between city district organizers and West Java BPSDM organizers. Better communication between city district organizers and West Java BPSDM organizers. The solution to overcome funding obstacles is that every activity always utilizes existing facilities and minimizes the funds used. This is done to avoid children's behavior to label themselves as superior compared to other friends. It is feared that if there is labeling of students, especially from the cognitive side, it will create a certain exclusive attitude among students. The solution to overcoming the obstacles of limited human resources is that efforts can be made by building a collaboration with LAN and BPSDM prov jabar. This must continue to be done so that various pleasant things happen.

Discussion

1. CPNS basic training planning in order to improve the work performance of pegawai negeri sipil

In planning training activities at BKPSDM, various stages are carried out before the training is carried out. The planning is the determination of policy and

program objectives, human resources, and budget planning. Latsar planning is made with reference to RPJMD and Renstra. And of course it is planned according to the submission from OPD which is reviewed in the training needs analysis. This is very good in producing the right policy formulas in organizing latsar for CPNS.

This is in line with Abidin (2021), which defines planning as the process of determining organizational (company) goals and then presenting (articulating) clearly the strategies (programs), tactics (procedures for implementing programs) and operations (actions) needed to achieve overall company goals.

In determining policy and program objectives at BKPSDM, the objectives of the CPNS latsar policy and program at BKPSDM are determined by referring to the training needs in accordance with the submissions from each OPD.

This is in line with Sudarmanto in Mufidah, et al (2020: 147) which states that the objectives of job training include: 1) Improve performance, 2) Updating skills in line with technological advances, 3) Competent in work, 4) Helps solve operational problems, and 5) Training has a big share in determining the effectiveness and efficiency of the organization.

Education implementation policy in BKPSDM. Widyaiswara, direct supervisor (mentor) of the latsar participants, latsar participants, LAN, bpsdm jaba province. In budget planning, of course, it refers to the BKPSDM RPJMD. The budget is planned based on the proposals for training participation from each OPD. The budget used is from the APBD which has been contained in the RPJMD. This has a very good impact in an effort to produce targeted education and training.

2. Organizing CPNS basic training in order to improve the work performance of pegawai negeri sipil

Basic training is organized thoroughly. Starting from the head of BPSDM who ordered the head of training to coordinate with the head of employee procurement, in order to calculate the number of CPNS recruitment formations which then became the basis for organizing the implementation of training. This is very good in supporting the implementation of CPNS basic training in order to improve the work performance of pegawai negeri sipil.

This is in line with Kadarman (2001: 23) that organizing is the establishment of a structure of roles through determining the various activities needed to achieve the goals of the company and its parts. Grouping of affirmation activities, delegation of authority to carry out and organization of authority and information relationships both horizontally and vertically by organizational structure.

Seeing the purpose and benefits of organizing, it is very natural that one of the most challenging and significant functions of managers that must be carried out is organizing is carried out after the manager sets the goals to be achieved and the strategy to achieve them through the planning process. In organizing, managers organize the tasks of individuals, groups, divisions or departments and design organizational units and the relationship between units with one another.

In the task distribution mechanism, it is regulated based on the Principal's decree relating to the Organizational Structure. The training program is generally understood and implemented by BKPSDM. Tasks from the Organizational Structure. The division of tasks is carried out according to the duties and functions of LATSAR participants according to the formations that participants in their OPD.

This is in line with Simamora in Harlie (2010: 119) several types of training, among others:

1) Skill training is training that is held with the aim that participants are able to master a new skill or skill related to their work. For example: management training, leadership training, and others.

2) Retraining is human resource training provided to employees to deal with the growing demands of work. Technology, science and an increasingly developing world force everyone to move forward and adjust, including company employees. For example: training in the use of computers for employees who have been using typewriters to create company documents, the use of company work applications, etc.

3) Cross-functional training is training employees to perform work activities in areas other than their assigned work. This training is very useful for all employees so that they are able to understand how the company's organization works more broadly, not only in their work duties. For example: asking finance staff to assist HRD staff in selecting new employees.

4) Creativity training is an HR training that contradicts the notion that creativity is not a talent but a skill that can be learned. In the company itself, there are various positions and positions that require high creativity including marketing, managers, promotions, supervisors and others.

5) Team training is in a company employees are not only required to work alone but also work in teams in a division, section and even required to be able to work in the entire company organization team. This HR training is intended for a group of employees so that they can get used to working in a team, be able to put themselves in a team and be able to work together with other team members so that work and goals can be completed more quickly and effectively.

The organizational structure in the training, curriculum and technical implementation instructions come out and the certificate of graduation comes out from the LAN Center, for the implementation that prepares the schedule, the teaching team, the companion is made by BPSDM West Java Province, BKPSDM is involved during classical or face-to-face implementation in the classroom. This is very good when the division of tasks must be provided with a replacement process mechanism in order to fulfill the right one.

3. Implementation of CPNS basic training in order to improve the work performance of pegawai negeri sipil

The implementation of the diklatsar at BKPSDM has been very well implemented, besides providing quality training for diklatsar participants, the

committee is also very concerned about the health of diklatsar participants. During the socialization for guardians, the organizers of the new regulations in substance and tennis were conveyed in a workshop organized by LAN RI. Socialization because often the format of reports, both SIKU, PKTBT, Actualization, has different formats, perhaps due to less than optimal socialization, and also the time for socialization should not be at night when everyone is sleepy SRA / SK Team (school); identify potential; and report to the PPPA Office and the Education Office. this must be taken into consideration in improving the implementation of education for anyone without exception.

This is in line with Sapta. (2018: 2903) thus the workers at hand will be able to be done smoothly in accordance with the correct procedures, namely as follows:

1) Knowledge is the result of a process of human endeavor. In this event, the knower (subject) has the known (object) within himself in such an active way that the knower composes the known to himself in active unity. So that with sufficient knowledge will help the work done quickly and with good results.

2) Thinking ability is a reflective, critical and creative reasoning activity that is oriented towards an intellectual process that involves conceptualizing, application, analysis, assessing the information collected (synthesis) or generated through observation, experience, reflection, communication as a basis for belief and action.

3) Attitude is an evaluative statement, either favorable or unfavorable towards objects, individuals, or events. It reflects how someone feels about something.

4) Proficiency is a skill that allows a person to get a job or to be able to keep working, including personal skills, interpersonal skills, attitudes, habits and behaviors. The skills possessed by an employee in carrying out his duties will affect the results he gets later.

In making operational and technical guidelines, SOPs are used as guidelines. also the results of a workshop from LAN RI. BPSDM West Java compiled guidelines for the implementation of Latsar CPNS including in BKPSDM. The implementation uses blended learning mode using LAN's Kolabjar e-learning, zoom application for synchronous and face-to-face (classical) activities at the end of the activity.

According to G. Terry in (Tanjung, 2022) "Implementation is an action to ensure that all group members strive wholeheartedly to achieve goals in accordance with managerial planning and organizational efforts."

Movement is an effort to direct or mobilize labor or man power and utilize available facilities to carry out work simultaneously. This function motivates subordinates or workers to work seriously so that the goals of the organization can be achieved effectively. This function is very important for realizing organizational goals. This is in accordance with the planning and supervision of quality assurance as well as evaluation. So that it can encourage future improvements.

4. Supervision of CPNS basic training in order to improve the work performance of pegawai negeri sipil

Supervision of basic training is conducted on a daily basis by class observers during distance learning. While during classical times supervision is carried out by pamong. In the Supervision Procedures and Technical Guidelines, namely referring to Perlan number 1 of 2021 as amended by perlan number 10 of 2021. Supervision and monitoring of the evaluation of latsar activities is carried out by LAN through Kolabjar, as well as by the Quality Assurance Team. In accordance with the Decree of the Head of the State Administration Institute Number: 93/K.1/PDP.07/2021, there is evaluation monitoring, training implementation reports, post-training evaluations and alumni development. This is very good in producing improvements in carrying out the latsar education process in accordance with the provisions.

This is in line with Garbutt in (Arifudin, 2019) that performance is the result of work in quality and quantity achieved by a person in carrying out his functions in accordance with the responsibilities given to him. So performance is the result of work in quality and quantity achieved by a person in carrying out his functions in accordance with the responsibilities given to him.

Organizational communication is carried out through preparatory meetings, evaluation of implementation and incidental meetings if needed which are carried out online in the zoom application. The results of quality assurance observations are submitted as a reflection and evaluation material on the process for the teacher, the training process. Quality assurance is calculated in the implementation and evaluation of training for participants and organizers as well as Widyaiswara. Specifically. Local government, BKPSDM, Widyaiswara, and Health Office. Synergy is needed in achieving a goal.

5. Obstacles in the management of CPNS basic training in order to improve the work performance of pegawai negeri sipil

Psychological obstacles or bureaucratic culture faced by BKPSDM are generally due to the large number of participants while the cpns time is only one year so that there is tremendous busyness on the part of the organizers and facilitators (widyaiswara). Limited professional personnel according to their fields. There is no appropriate reward or honor for the teacher. The opportunities that are obtained are also still in doubt, but the printing process must also be entered. Administrative obstacles that occur in the implementation of CPNS Basic Training, that until now the reward for training problems is still very low. Administrative obstacles are usually in the collection of required files that are not in accordance with what is stated in the rules or are incomplete. So that it has not been able to provide the best service on the success of various children's agendas.

This is not in line with Marzolina (2017: 67) which states that: (a) Personal factors are those indicated by the level of education, work skills, competencies possessed, motivation, work experience and commitment, (b) Leader factors are determined by the quality of encouragement, guidance, and support provided by

managers and team leaders, (c) Team factors are a quality and support from colleagues, (d) System factors are a work system and facilities provided by the organization, and (e) Contextual / situation factors are a high level of pressure and changes in the internal and external environment.

Organizational barriers in improving the work performance of pegawai negeri sipil lack of communication and incomplete physical evidence as a means of supporting the assessment. Lack of coordination between city district organizers and West Java BPSDM organizers. Communication with coaches outside the ciamis area sometimes occurs, bkpsdm ciamis should be more able to accommodate the presence of coaches outside the ciamis area at the time of the seminar session, because some coaches do not know if the seminar is held face-to-face directly. Funding barriers are not problematic because they have been planned, and the implementation of LATSAR is as planned. Funding obstacles can be minimized before the implementation of the CPNS basic training because it is already mature in planning. In general, funding barriers can be overcome relatively because they have been planned, and the implementation of LATSAR is as planned. This makes it easier to achieve the book.

6. Solutions in dealing with obstacles to the management of CPNS basic training in order to improve the work performance of pegawai negeri sipil

Incentive communication between management and widyaiswara, especially to the team leader. Solutions for psychological barriers, reminded, strengthened in instilling understanding in the training overview in improving work performance understanding and communication. In overcoming obstacles to learning media shortages, namely related to socialization before implementation, careful preparation of organizers and work performance assessors. Submission of information through socialization and letters and utilizing the class leader. Solution to organizational barriers. In overcoming organizational barriers to the review of nearby service institutions such as health centers, police, fire departments, community institutions, the business world, mass media, etc.

This is in line with Thoha, (2013: 22) there are several choices including: Maybe some of them are hesitant about where to go; to an educational institution, continue to a higher level such as for example to a college or university that offers postgraduate programs at the master and doctor level? If so, continuing on to higher education usually requires a longer period of time, for example one to three years or more; this means more time, energy and money. Some of them go to Education and Training institutions that offer packages of training programs that can usually be completed in a relatively shorter time, such as 2 weeks or 3 months. The second option is the recommended one, as it means that they do not have to leave work for too long, and after completing the training program, they can immediately return to their workplace and apply the knowledge gained from the training institute with increased productivity.

So BPSDM (Human Resources Development Agency) is an institution that organizes education and training in which work is carried out based on management functions, namely planning, organizing, implementing and controlling.

Better communication between city district organizers and West Java BPSDM organizers. Better communication between city district organizers and West Java BPSDM organizers. The solution to overcome funding obstacles is that every activity always utilizes existing facilities and minimizes the funds used.

This is done to avoid children's behavior to label themselves as superior compared to other friends. It is feared that if there is labeling of students, especially from the cognitive side, it will create a certain exclusive attitude among students. The solution to overcoming the obstacles of limited human resources is that efforts can be made by building a collaboration with LAN and BPSDM prov jabar. This must continue to be done so that there are various pleasant things, by also integrating the value system in the management of CPNS basic training in order to improve the work performance of pegawai negeri sipil at BPSDM West Java Province.

Conclusion

The management of CPNS basic training in order to improve the work performance of pegawai negeri sipil at BPSDM West Java Province has been carried out by determining the objectives of policies and programs at BKPSDM that the objectives of CPNS latsar policies and programs at BKPSDM are determined by referring to the needs of training in accordance with submissions from each OPD. The implementation of the diklatsar at BKPSDM has been very well implemented, in addition to providing quality training for diklatsar participants, the committee is also very concerned about the health of diklatsar participants. But even with all its limitations, the management of CPNS basic training in order to improve the work performance of pegawai negeri sipil at BPSDM West Java Province has been carried out based on a management approach.

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