

**THE EFFECT OF HUMAN RESOURCES QUALITY AND STATE CIVIL APPARATUS COMPETENCE ON THE IMPLEMENTATION OF THE DEVELOPMENT PROGRAM PLANNING AND THEIR IMPLICATIONS ON THE PERFORMANCE OF THE REGIONAL DEVELOPMENT PLANNING AGENCY OF ACEH SELATAN REGENCY**

**Darma Sabri, Muhammad Adam and Sorayanti Utami**  
Management Department, Universitas Syiah Kuala, Indonesia

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**ABSTRACT**

This research aims to determine the quality of human resources (HR) and the competence of the state civil apparatus (ASN) effect on the implementation of development program planning and its implications on the performance of the Regional Development Planning Agency (Bappeda) in Aceh Selatan Regency, Indonesia. In this research, the population was all employees at the Bappeda Aceh Selatan, totaling 66 people, consisting of 45 civil servants and 21 Government Employees with Employment Agreements (PPPK staff). Then the sample was determined using the census method. Data were collected by distributing online questionnaires. The data were analyzed using the Partial Least Square (PLS). The result showed that the condition of the quality of HR, the competence of ASN, the implementation of development planning, and the performance of the Bappeda Aceh Selatan were not good; the quality of HR and competence of ASN affect the implementation of development planning; the quality of HR, the competence of ASN and the implementation of development planning affect the performance of the Bappeda Aceh Selatan; the implementation of development planning partially mediates the quality of HR and competence of ASN effect on the performance of the Bappeda Aceh Selatan. These findings prove that the performance improvement model at the South Aceh Bappeda is a function of increasing HR quality, increasing ASN competence, and implementing development planning accuracy.

**Keyword:** Quality Of Human Resources, Employee Competence, Implementation Of Development Planning, Organizational Performance.

**1. INTRODUCTION**

Regional Development Planning Agency (Bappeda) in Aceh Selatan Regency, usually called Bappeda Aceh Selatan, has a very vital role in supporting the affairs of the Aceh Selatan Regency Government which is the front line in responding to various challenges and problems of development planning and implementation. Bappeda Aceh Selatan was formed based on the Qanun of Aceh Selatan Regency No. 7/2016 concerning the Establishment and Composition of the Regional Apparatus of the Aceh Selatan Regency. The role played by the Bappeda Aceh Selatan in the development of the Aceh Selatan Regency is to draw up a five-year development plan, prepare a basic pattern for regional development based on a priority system, prepare an annual budget for development purposes and a budget for each project to be implemented, implement various surveys to formulate a more rational or realistic development program, carry out various feasibility studies for projects to be built, being an advisor to local governments in financial-economic matters (Bappeda\_Aceh, 2016).

In 2020, the Bappeda Aceh Selatan will face many problems, including the unintegrated regional development information system, regional financial information, and other regional

government information systems (Bappeda\_Kab\_Aceh\_Selatan, 2020). These problems have had a negative impact on the performance of the Bappeda Aceh Selatan. This is reflected in the data on the realization of the strategic targets of the Bappeda Aceh Selatan above, which are less than encouraging, where of the 15 strategic targets that have been determined, only 5 strategic targets received very high assessment criteria, 4 targets received high scores, while 9 targets other strategies are rated medium, low and very low. This achievement reflects that the performance of the Bappeda Aceh Selatan is still unsatisfactory. From all the strategic targets that have been set, it can also be seen that the research and development targets for science and technology according to needs have a realization value of 0%.

Apart from achieving strategic targets, the performance measurement of Bappeda Aceh Selatan as a public sector organization is also measured through key performance indicators (IKU) as presented in the following table

**Table 1. Realization of IKU 2020 Bappeda Aceh Selatan**

No	Target Indicator	Unit	Target	Realization	Achievement Level
1	Percentage across sectors contributing to Public Health Movement (Germas)	%	20	0	0.00
2	Availability of research documents	%	84	17	20.00
3	Percentage of R&D plan implementation	%	10	8	80.00
4	Percentage of the utilization of R&D results	%	25	22	88.00
5	Application of SIDA	%	30	13	43.33
6	Percentage of innovation policies implemented in the regions	%	5	3,9	13.00
7	Elaboration of the consistency of the Regional Medium Term Development Plan (RPJMD) program in the District Development Work Plan (RKPK)	%	80	70	87.50
8	Percentage of Musrenbang results that are accommodated in the Regional Revenue and Expenditure Budget (APBK)	%	20	5	25.00
9	Increased HR planning apparatus	%	100	20	20.00
10	Increasing OPD that have quality public services	%	80	20	25.00
11	Growing centers of economic growth	%	60	20	33.33

Source: Report (LAKIP) of Bappeda Aceh Selatan (2020)

The data for the KPI achievement of the Aceh Selatan Bappeda above is in line with the achievement of the strategic targets which also show unsatisfactory figures. The unsatisfactory performance produced by the Bappeda Aceh Selatan has drawn a lot of harsh criticism. Regional experts also rate the innovation of Aceh Selatan Regency as very low. In addition, House of Representative members (DPRK) of the Aceh Selatan who consider that the leading sector of the Bappeda Aceh Selatan, it is necessary to improve performance by increasing professionalism, motivation, competence, mastery of science and technology, quality of human resources (HR), and the level of creativity and innovation (Endi, 2021).

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To achieve maximum performance, strategic efforts are needed in optimizing the performance of the Bappeda Aceh Selatan, one of which is the Implementation of Development Planning. Setiadi, Nasution, & Matondang, (2018) defines development planning as a way or technique to achieve regional goals. While the purpose of development, in general, is to encourage a faster development process to create an advanced, prosperous and prosperous society. From the aspect of regional development planning, Aceh Selatan Regency is one of the districts with low regional development achievements. One of the paradigms that causes the low process of drafting development plans in Aceh Selatan Regency is that it is still limited to rhetoric and has not been fully described in the whole process of preparing development plans. Even an important note is the old mindset and perspective that is still quite thick in coloring the development planning process, for example, tends to be linear and has not been able to see problems holistically.

The low level of regional development reflects that the planning process carried out by the Bappeda Aceh Selatan is still considered immature and not systematic. This is what requires Bappeda Aceh Selatan first to better understand the conditions and potential of the region. Three main sectors must receive attention from the Bappeda Aceh Selatan in planning development, namely the socio-economic sector, the physical sector, and the infrastructure sector. In the process of implementing development planning, Bappeda Aceh Selatan must be able to carry out area analysis, management of development prospects, plan and create appropriate programs to run, monitor and evaluate the implementation of the plan (Mangar, Mandey, & Kiyai, 2016). Apart from that, Bappeda Aceh Selatan must know the prospects for regional needs in development planning. This will cause development planning to be more innovative and have a positive impact on improving the community's economy and achieving the goals of national development.

Many factors influence the development planning and performance of the Bappeda Aceh Selatan, one of which is the quality of HR and the competence of ASN. The quality of HR is characterized by the level of knowledge, ability, and willingness possessed by a person that can be used to produce professional performance. While competence shows skills or knowledge characterized by professionalism in a particular field as the most important thing.

## **2. LITERATURE REVIEW**

### **Organizational Performance**

Public sector organizations are an extension of the government's arm in providing services to the community and realizing national development goals. Therefore, all public sector organizations must have good performance achievements or even exceed the work targets set in the agreement nomenclature which are carried out at the beginning of each year and will be assessed at the end of the fiscal year. In public sector organizations, this performance measurement must be carried out to assess the extent to which the effectiveness and efficiency of the organization to achieve national development goals.

The measurement of the performance of public sector organizations is regulated in Presidential Regulation (PP) No. 29 of 2014 concerning the performance accountability system of government agencies. The regulation states that the performance accountability system of government agencies is a systematic series of various activities, tools, and procedures designed to determine and measure, collect data, classify, summarize, and report performance by government agencies in the context of accountability and performance improvement of government agencies. The PP also mentions performance as the output/result of activities.

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Safriyanti, Musnadi, & Putra (2021) mentions organizational performance as the result of organizational work or an illustration of whether an organization has been able to carry out activities/policies following the vision and mission that has been made by the organization. The development of the latest performance concept is popular with the term performance excellence terminology which is a controlled approach to managing organizational performance (Itam, Mukhlis, & Musnadi, 2021).

Organizational performance can be defined as the ability to achieve targets effectively and efficiently. A description of the actual implementation of duties and obligations and implementing strategies to achieve the organization's vision, mission, and goals and objectives on an ongoing basis. Based on the definitions expressed both based on presidential regulations and those expressed by experts, researchers can conclude that the performance of public organizations is an achievement measured in a certain period by comparing the work plan targets determined at the beginning of each fiscal year with performance achievements at the end of the fiscal year. This measurement must be carried out in every government agency to see the achievements aimed at development.

### **Implementation of Development Planning**

Realizing national development is the ideal of the nation that must be realized by every implementing unit, starting from the central government to the local government. Development planning is a program that has been planned and stated in official government documents to be implemented within a period. This is following Presidential Regulation No. 18 of 2020 concerning the Medium-Term Development Plan. The regulation states that development is a planned program within a certain period. The development consists of short-term development with an implementation period of 1 year, medium-term development with an implementation period of 5 years, and long-term development with an implementation period of 20 years. All types of development implementation periods have been systematically planned by taking into account regional capabilities and regional needs as well as the elaboration of the government's vision and mission.

In-Law No. 25 of 2004 concerning the Development planning system, it is stated that development is an effort carried out by all components of the nation to achieve state goals. The law also states that development programs are programs that are carried out in a planned and systematic manner to achieve the goals of the state. In the Regulation of the Minister of National Development Planning No. 13 of 2020, it is stated that to implement the effectiveness and efficiency of the administration of government affairs, most of the development program activities are delegated to the responsibility of the regional government. For this reason, all local governments must plan development programs systematically and sustainably and put it into the government work plan and all costs resulting from the implementation of development planning are charged to the regional revenue and expenditure budget (APBD).

The success of development planning is largely determined by a plan that can answer problems (Rochaeni & Somantri, 2016). Based on this understanding, planning can be interpreted as a starting point that is carried out measurably and systematically to realize a certain goal. In the process of implementing development planning, local governments must be able to carry out regional analysis, management of development prospects, plan and create programs that are feasible to run, monitor, and evaluate the implementation of the plan (Mangar et al., 2016). Apart from that, the Regional Government must also know the prospect of regional needs in development

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planning. This will cause development programs to be more innovative and have a positive impact on improving the community's economy and achieving the goals of national development.

To ensure the implementation of development programs, periodic monitoring and evaluation must be carried out on the implementation of development planning to determine the extent to which implementation progress has been achieved and to find out all forms of obstacles faced in the development implementation process. Norhaliza (2020) defines development planning as an activity to realize planned and conscious change and growth taken by a country towards modernity in the context of developing the nation. Desriadi (2018) states that the implementation of development planning aims to improve the quality of people's lives and improve social and economic life in the sense not only of meeting the needs for physical facilities and infrastructure but also of moral, mental, and spiritual improvement. While Karnita (2017) mentions development planning as a planned and programmed effort that is carried out continuously by a country to create a better society.

From this definition, it can be interpreted that the implementation of development planning is a series of activities carried out systematically and measurably to realize national development goals and provide the principle of positive benefits for all people by paying attention to innovation and regional capabilities. Three main sectors must receive attention from a region in planning development, namely the socio-economic sector, the physical sector, and the infrastructure sector. The regional government must be able to develop the three sectors simultaneously or sequentially based on the priorities set by the regional government and the central government.

### **Human Resources Quality**

Human resources (HR) Quality is the most important asset in determining the achievement of the goals of an organization. In public sector organizations, having quality HR is very important to be able to answer the challenges of globalization and realize national goals. Apart from that, qualified HR will also be able to anticipate various factors that may affect directly or indirectly the process of implementing government programs, so that the government's efforts to prosper the community, and realize development plans, be it economic, social, infrastructure development and so on can be realized.

Kulla, Rumapae, & Tampongangoy (2018) defines HR as a tool to achieve goals or the ability to obtain finance from existing opportunities (Soetrisno, 2016). Meanwhile (Ndraha, 2018) and the opinions expressed by (Sedarmayanti, 2016) interpret the quality of HR regarding the quality of the workforce regarding abilities, both in the form of physical abilities and intellectual abilities, as well as psychological abilities. The quality of HR is characterized by the level of knowledge, ability, and willingness possessed by a person that can be used to produce professional performance. Therefore, every organization must make various efforts so that the quality of its HR can continue to increase. Without the human element in the organization, the organization cannot move and walk toward what it wants.

In Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation (Permenpan RB) No. 37 of 2020. In that regulation, it is stated that every functional position holder must have excellent qualifications according to the field he is in charge of. To ensure the quality of HR from functional position holders, decision-makers must conduct periodic performance evaluations. In the Minister of Administrative and Bureaucratic Reform, it is also stated that every functional position holder must not only prepare a framework for a work plan, but also a plan for

the improvement and development of the quality of HR.

### **Apparatus Competence**

Law no. 13/2003 concerning Manpower article 1 paragraph 10 states that competence is a description of skills, knowledge, behavior, and personal characteristics, has been associated with success in organizations even with small scale, economies of scale. In Permenpan RB No 38 of 2017 concerning competency standards for ASN positions, it is stated that competence is a description of the knowledge, skills, and behavior needed by an ASN in carrying out official duties. Kandula (2013) gives the understanding that competence is an individual's underlying characteristics related to causal or causal relationships of effective and/or superior performance in work or circumstances. According to Edison, Anwar, and Komariyah (2017) competence is an individual's ability to carry out a job correctly and has advantages based on matters relating to knowledge, skills, and attitudes.

Goal (2014) and Moeheron (2014) provide an understanding of Competence as a characteristic that is the basis of individuals related to the effectiveness of individual performance in their duties. Farjrian, Musnadi, & Nadirsyah (2020) defines competence as knowledge, skills, and behavior obtained from education to produce effective work to achieve organizational goals. From the opinion above, competence can be concluded as a person's skills in carrying out their activities to produce reliable output. The government environment, especially in the Bappeda Aceh Selatan, requires that all ASN it has have high competence so that the resulting performance can be maximized.

*H1: Quality of HR, Competence of ASN, Implementation of Development Planning, Performance of Bappeda is Good*

### **Relationship Between Variables**

#### **HR Quality Role In the Implementation of Development Planning**

The development program is a program that has been systematically planned to realize the vision and mission of regional leaders and realize the nation's goals in the field of national development. The development program is a program that has been planned and becomes a regional priority to be implemented within a certain period which aims to overcome various problems and strategic issues faced (Rembang\_Kab, 2017). Setiadi *et al.* (2018) defines development planning as a way or technique to achieve regional goals. While the purpose of development, in general, is to encourage a faster development process to create an advanced, prosperous and prosperous society.

To make the implementation of development planning smooth, it must be supported by quality HR. Norhaliza (2020) mentions that the quality of HR has a very dominant role in the implementation of development planning. This is because the quality of HR is a very important production factor in the implementation of development planning. After all, humans have a role in creating and developing ideas and technology. This is reinforced by Kulla *et al.* (2018) where their research shows that the implementation of quality human resource management has a positive and significant impact on increasing village development.

*H2: The quality of HR affects the implementation of development planning*

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### **ASN Competence Role In the Implementation of Development Planning**

Along with the increasing population, increasing community welfare and environmental changes that continue to occur, the demands of users of public services are increasing, and it is necessary to have the readiness and competence of ASN in the implementation of service functions (Koswara, 2018). Competence is individual characteristics that include knowledge, skills, and behaviors that result in effective work to achieve organizational goals (Fajrian et al., 2020). In the Implementation of Development Planning, good ASN competencies are needed so that they can create various innovations in the implementation of development programs.

Therefore, it can be ascertained that the Implementation of Development Planning is very dependent on the competence of ASN. This is evidenced by the results of research conducted by Koswara (2018) which results in the implementation of the Regional Development and Empowerment Innovation Program that is not yet optimal because in implementing the development program, it has not been supported by ASN who have good competence and are following their field of ability.

*H3: ASN Competencies Affect the Implementation of Development Planning*

### **HR Quality Role In Organizational Performance**

The quality of HR is also one of the factors that can affect organizational performance. The quality of HR is characterized by the level of knowledge, ability, and willingness possessed by a person that can be used to produce professional performance. Many theories and research results prove that the quality of HR has a very important role in influencing organizational performance. Anwar & Abdullah, (2021) states that every organization is obliged to pay attention to and prepare plans for programs to improve the quality of HR, this is because the better the quality of HR in an organization, the better the organizational performance will be. Similar results were also proved by Octobery & Alexandro (2020) stated that the quality of HR has a positive and significant influence on organizational performance. Astuti & Yasa (2018) also mention the quality of HR owned in an organization will be able to determine the direction of the success of the organization to achieve its goals.

*H4: HR Quality Affects Bappeda Performance*

### **ASN Competence Role In Organizational Performance**

In carrying out government management, every government agency must prepare ASN competency standards. This is because the competence of the ASN owned by the government agency will determine the authenticity of the organizational performance following what has been aspired. As evidenced by many researchers, one of which is Mudiarsono, Sulaksana, & Muljana (2021) mention that members of the organization who have high competence will automatically have the ability both in terms of knowledge, analysis, good understanding so that achieving the goals of the organization can be easily realized.

The capabilities possessed by members of the organization will have a positive impact on organizational performance. Meanwhile, Dharmanegara, Sitiari, & Wirayudha (2016) mention Competence is the embodiment of a maximum and superior performance result that has an impact on the job satisfaction of an employee through attitudes, value, knowledge, and skills where

competence will direct behavior, while behavior will produce performance.

*H5: ASN Competence Affects Bappeda Performance*

### **Implementation of Development Planning Role In Organizational Performance**

Implementation of Development Planning is also one of the factors that affect the performance of public sector organizations. Whereas is well known, that the better the development program is implemented, the better the performance of public sector organizations will be. This is following the results of research conducted by Permana & Riharjo (2017) where their research mentions the efficiency and effectiveness of the performance of public sector organizations measured from the output obtained from the input which means that the higher the budget absorption made in the effort to implement development planning, the better the performance of the public sector organization will be. In other words, the better the development program is implemented, the higher the performance indicators achieved. Rahayu, Makmur, & Sotyawati,(2017)mentions that Bappeda's performance is said to have met the criteria when all the programs listed in the Renja were implemented 100%.

*H6: Implementation of Development Planning Affects Bappeda Performance*

### **Mediating Role of Development Planning Implementation on the HR Quality Effect on Organizational Performance**

Organizational performance, especially Bappeda, is highly dependent on the quality of its HR. The quality of HR is reflected in the effectiveness and efficiency of the resulting performance. In public sector organizations, the quality of HR is evidenced by the achievement of organizational performance indicators. The quality of HR certainly has a direct impact on development programs as evidenced by(Kulla et al., 2018; danNorhaliza, 2020). The quality of HR is also the key to the success of an organization. Research by Rahayu et al., (2017) and (Permana & Riharjo, 2017) prove that the implementation of development planning has a very significant impact on the performance of Bappeda. Apart from direct influence research as has been proven by these experts, in this research the researcher also wants to prove whether the role of the implementation of development planning mediates the quality of HR on the performance of Bappeda. Where this proof has never been done by other researchers before.

*H7: HR Quality Affects Bappeda Performance Through the Implementation of Development Planning*

### **Mediating Role of Development Planning Implementation on the ASN Competence Effect on Organizational Performance**

Competence reflects the capabilities possessed by ASN in running government organizations. All obstacles and obstacles faced by an organization will be easily resolved when the organization has ASN with good and reliable competencies. Mudiarsono et al., (2021) mentioned that organizational members who have high competence will automatically have good abilities in terms of knowledge, analysis, and good understanding. Apart from competence, the implementation of development planning also has a positive impact on the performance of Bappeda, this has been proven by research(Rahayu et al., 2017;andPermana & Riharjo, 2017).

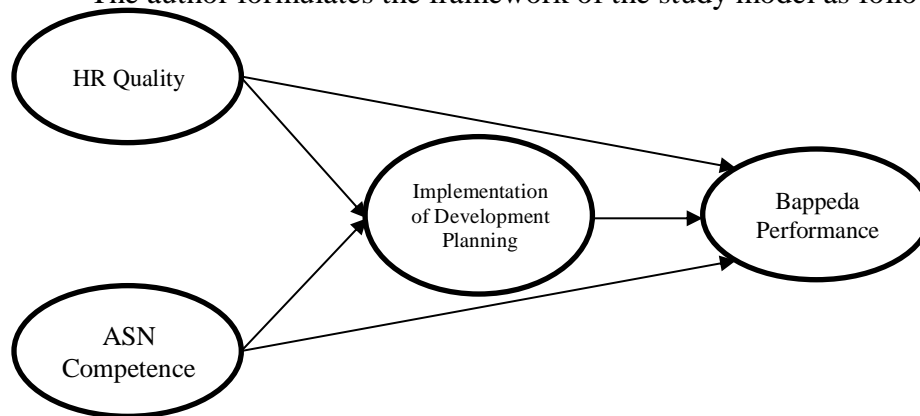


Apart from direct influence research as has been proven by these experts, in this research the researcher also wants to prove whether the role of the Implementation of Development Planning mediates the competence of ASN on the performance of Bappeda. Where this proof has never been done by other researchers before.

*H8: ASN Competence Affects Bappeda Performance Through the Implementation of Development Planning*

**Model Framework**

The author formulates the framework of the study model as follows.



**Figure 1.** Thinking Framework Model

**Research Novelty**

This research is based on several previous researches both at home and abroad such as that conducted by (Syauqi & Setyahadi, 2021; Mudiarsono et al., 2021; Anwar & Abdullah, 2021; Safriyanti et al., 2021; Ali, Sharhan, & Alsaedi, 2021; Octobery & Alexandro, 2020; Nurdin, Musnadi, & Putra, 2020; Nur, Meigawati, & Sampurna, 2020; Erlina, Maksum, Kesuma, Muda, & Erwin, 2020; Juniawan, 2019; Kulla et al., 2018; Sudiharto, Hidayat, & Ritaudin, 2018). This research focuses more on the performance of the Bappeda Aceh Selatan. The state of the art in this research is in the use of indicators where that use of indicators in this research is different from previous research.

This research measures the performance of Bappeda using indicators as stated in Presidential Regulation No. 29 of 2014 concerning the performance accountability system of government agencies. The indicators are the Main Performance Indicators (IKU) of the Bappeda Aceh Selatan in the form of: contribution to Public Health Movement (Germas), availability of documents, implementation of R&D plans, implementation of Regional Innovation System (SIDa), application of regional innovations, program consistency, accommodated Development Planning Conference (Musrempang) results, increased planning HR, quality of public services, and economic growth. To measure the implementation of development planning in this research, indicators are used as stated in the report (LAKIP) of Bappeda Aceh Selatan 2020. The indicators are the suitability of planning documents, coordination of development planning, development planning that is evaluated, implementation of development plans, development planning documents that are followed up, decision making based on research and development of science and technology

according to needs, and regional innovation system.

One of the novelties in this research is to place the implementation of development planning as a mediating variable in measuring the influence of the quality of HR and the competence of ASN on the achievement of Bappeda's performance targets. In addition, research objects and locations that have never existed in previous research use the same model. In this research, researchers want to prove whether the variables of the quality of HR and ASN competence affect the implementation of development planning and the achievement of performance targets for the Bappeda Aceh Selatan, directly or indirectly. Based on the phenomena that occur, it is not following the theory of causality that should. This research model is a combination of previous integrated models based on facts that occur in the field.

### **3. RESEARCH METHOD**

This research was conducted at the Bappeda Aceh Selatan with the object of research being the quality of HR, ASN capabilities, implementation of development planning, and the performance of the Bappeda Aceh Selatan. In this research, the mediating variable is the Implementation of Development Planning to measure the performance of the Bappeda Aceh Selatan. The population was all employees at the Bappeda Aceh Selatan, totaling 66 people, consisting of 45 civil servants and 21 government Employees with Employment Agreements (PPPK staff). The sample was determined using the census method, this is because the population is relatively small.

Research data is collected through the distribution of questionnaires conducted online which can be accessed via the link [https://bit.ly/penelitian\\_darma](https://bit.ly/penelitian_darma). This online distribution is done to make the data collection process easier. Primary data that has been collected is measured using a Likert scale. Secondary data is sourced from literature studies through various journals, books, magazine articles, and other kinds of literature taken from the internet. Descriptive hypothesis testing was carried out using the SPSS application and direct hypothesis testing was carried out using the PLS-SEM application.

In this research, the researcher builds a construct for each of the variables studied based on previous theories, namely:

- 1) Measurement of the performance of the Bappeda Aceh Selatan using indicators referring to PP no 29/2014, namely (1) Contribution to Public Health Movement (Gemas), (2) Availability of documents, (3) Implementation of R&D plans, (4) Implementation of Regional Innovation System (SIDa), (5) Implementation of regional innovations, (6) Program consistency, (7) The results of the Development Planning Conference (Musrebang) that are accommodated, (8) Increased human resource planners, (9) Quality public services, and (10) Economic growth.
- 2) The measurement of the implementation of development planning refers to the Minister of Development Planning Regulation No. 13/2020, which uses the main performance indicators of the Bappeda Aceh Selatan as contained in the Lakip of the Bappeda Aceh Selatan in 2020 in the form of: (1) conformity of planning documents, (2) Coordination of development planning, (3) Evaluated development planning, (4) Implementation of development plans, (5) Follow-up development planning documents, (6) Decision making based on research and development of science and technology according to needs, (7) Regional innovation system.

- 3) To measure the quality of HR, use the indicators mentioned by (Sedarmayanti, 2016) namely: (1) self-confidence, (2) strong desire, (3) dynamic character, (4) taking advantage of opportunities, (5) ability to solve problems, (6) ready to face change, (7) willing and able cooperate with other parties, and (8) high moral character. This indicator was chosen because it is relevant to the field conditions of the Bappeda Aceh Selatan and the research model that was built to measure the effect of the quality of HR on the implementation of development planning and the performance of the Bappeda Aceh Selatan.
- 4) The competency indicators used in this research refer to Permenpan RB No. 38 of 2017 where it is stated that to measure competence, the following indicators can be used (1) understanding in development, (2) mastery of knowledge, (3) ability to be responsible, (4) confidence in carrying out tasks, (5) the ability to develop knowledge, (6) the ability to produce improvements, (7) the ability to adapt, (8) the ability to produce works, (9) the ability to coordinate, (10) the ability to plan. This indicator was chosen because it is relevant to the subject of research, namely the state civil apparatus (ASN) of Bappeda Aceh Selatan. These indicators were chosen because they correspond to the object of measurement, namely ASN within the Bappeda Aceh Selatan.

**4.RESULT**

**Descriptive Hypothesis**

The analysis of respondents' perceptions of each variable provides the result as follows.

**Table 2. Descriptive Statistics**

No	Variable	N	Mean	Std. Deviation	Std. Error Mean
1	Bappeda Performance (Z)	66	3.0364	0.76814	0.09455
2	Implementation of Development Planning(Y)	66	3.2467	0.81386	0.10018
3	HR Quality (X1)	66	3.2498	0.74585	0.09181
4	ASN Competence (X2)	66	3.1167	0.79954	0.09842

Source: Processed data (2022)

All research variables obtained a mean < 3.41. The next step is statistical testing using a one-sample T-test through a significant value ( $\alpha = 5\%$ ) and a cut-off value of 3.41.

**Table 3. Testing One-Sample T-Test**

	Test Value = 3.41					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
HR Quality	-1.744	65	0.086	-0.16015	-0.3435	0.0232
ASN Competence	-2.981	65	0.064	-0.29333	-0.4899	-0.0968

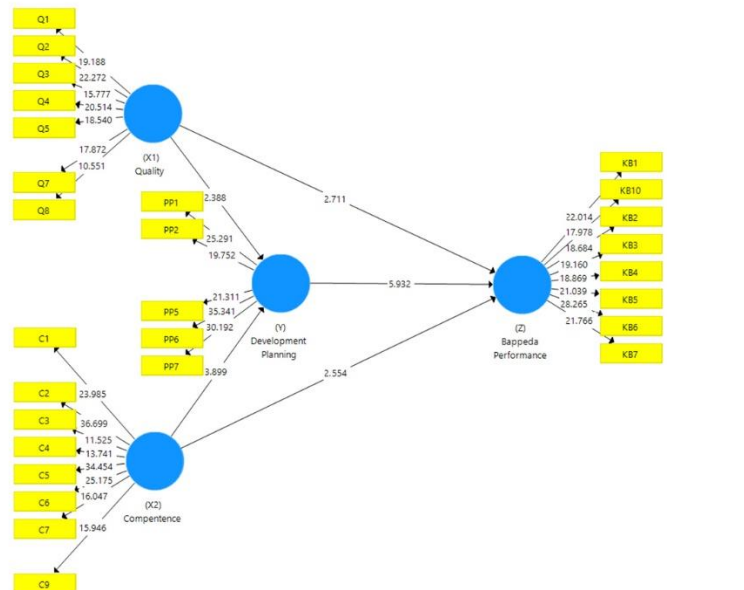
Implementation of Development Planning	-1.630	65	0.108	-0.16333	-0.3634	0.0367
Bappeda Performance	-3.952	65	0.080	-0.37364	-0.5625	-0.1848

Source: Processed Data (2022)

Table 2 and Table 3 show the acquisition of the mean value of all variables is smaller than 3.41 and the acquisition of the value of sig. (2-tailed) is greater than 0.05. Thus the result of testing the descriptive hypothesis (H1) is rejected. This reveals that the condition of the quality of HR, competency of ASN, implementation of development planning, and performance of the Bappeda Aceh Selatan are not good.

**Direct Hypothesis**

The result for the structural analysis test of the PLS model is shown below.



**Figure 2.** PLS Result

The figure above explains the model that involves the quality of HR, the competence of ASN, the implementation of development planning, and the performance of the Bappeda Aceh Selatan. The magnitude of the influence is outlined as follows.

**Table 4. Result of Direct Hypothesis**

<b>Inter-Variable</b>	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation</b>	<b>t Statistics</b>	<b>P Values</b>
X1_Quality of HR → Y_Implementation of Development Planning	0.376	0.356	0.157	2.388	0.017
X1_Quality of ASN → Z_ Bappeda Performance	0.262	0.262	0.097	2.711	0.007
X2_ASN Competence → Y_ Implementation of Development Planning	0.495	0.512	0.127	3.899	0.000
X2_ASN Competence → Z_ Bappeda Performance	0.175	0.179	0.112	2.554	0.000
Y_ Implementation of Development Planning → Z_ Bappeda Performance	0.511	0.510	0.086	5.932	0.000

Table 4 shows the path coefficient and significant value of the influence of the variables are the quality of HR, ASN competence, development planning, and the performance of the Bappeda Aceh Selatan. The description of the direct test results (direct path) and the magnitude of the influence of each hypothesis test can be seen in the following explanation:

**HR Quality Role in the Implementation of the Development Planning of the Bappeda Aceh Selatan**

Testing H2, namely the quality of HR effect on the implementation of the development planning of the Bappeda Aceh Selatan, obtained a T Statistical  $2.388 > 1.96$  and a P  $0.017 < 0.05$ . These results explain that H2 is accepted. It figures that the quality of HR has a positive and significant effect on implementing development planning at the Bappeda Aceh Selatan. The magnitude of the quality of HR in influencing the implementation of development planning is shown from the acquisition of the path coefficient 0.376 or 37.6%. These results are in line with (Ferdian & Reski, 2020), (Kulla et al., 2018), and (Jonsa & Samsiar, 2017).

The large role of the quality of HR in influencing the implementation of development planning is 0.376 or 37.6%, meaning that every time there is an increase in the quality of HR by 100%, it will increase the implementation of development implementation at the Bappeda Aceh Selatan by 37.6%. The implementation of development planning is a program that has been systematically planned to realize the vision and mission of regional leaders and realize the nation's goals in the field of national development.

From respondents' perceptions, it can be seen that currently the quality of HR owned by Bappeda Aceh Selatan is still not fully good, especially concerning the implementation of development planning. As previously explained, the implementation of development planning is an activity carried out systematically and technically with the aim of regional development and improving the community's economy. Therefore, the ranks of regional leaders and the Bappeda Aceh Selatan must make efforts that can increase employee confidence, and give confidence to their ASN in solving the problems at hand so that the tasks assigned to them can be carried out

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following the direction of the predetermined goals. . Another thing that needs to be done is to provide opportunities and budget support to all ASN to participate in development programs that are following their fields.

### **ASN Competence Role In the Implementation of the Development Planning of the Bappeda Aceh Selatan**

Testing H3, namely the influence of ASN competence on the implementation of development planning in Bappeda Aceh Selatan, obtained a T statistic  $3.899 > 1.96$  and a  $P 0.000 < 0.05$ . These results prove that H3 is accepted, which means that ASN competence has a positive and significant effect on implementing development planning at the Bappeda Aceh Selatan. ASN competence has a role of 0.495 or 49.5% in influencing the implementation of development planning. These results are in line with (Fajrian et al., 2020), (Kulla et al., 2018), (Koswara, 2018).

From the test results, it also figures that the magnitude of the ASN competence in influencing the implementation of development programs is 0.495 or 49.5%, which means that every time there is an increase in ASN competence by 100%, it will also increase the implementation of development planning at the Bappeda Aceh Selatan by 49.5%. In the Implementation of Development Planning, good ASN competencies are needed so that they can create various innovations in the implementation of development programs. Therefore, it can be ascertained that the Implementation of Development Planning is very dependent on the competence of ASN.

The characteristics of the respondents, explain the competencies possessed by ASN at the Bappeda Aceh Selatan have not been able to support the smooth implementation of development planning in Aceh Selatan. Therefore, the leaders of the Aceh Selatan government especially in Bappeda Aceh Selatan need to provide budgetary support and opportunities for all ASN to carry out further (formal) studies to a higher level following the planning sector, especially for ASN who still have the latest educational qualifications Senior High School. In addition, it is also important that other studies are carried out such as professional education, training and so on that are following the planning field to be followed by all ASN in Bappeda Aceh Selatan.

### **HR Quality Role In the Performance of the Bappeda Aceh Selatan**

Testing H4, namely the quality of HR on the performance of the Bappeda Aceh Selatan, obtained a T statistic  $2.711 > 1.96$  and a  $P 0.007 < 0.05$ . These results prove that H4 is accepted, or it figures that the quality of HR has a positive and significant effect on the performance of the Bappeda Aceh Selatan. The magnitude of the quality of HR in influencing the performance of Bappeda is 0.262 or 26.2%. These results are in line with (Ali et al., 2021), (Octoberby & Alexandro, 2020), (Nur et al., 2020), (Alshammari, 2020), and (Astuti & Yasa, 2018).

From the research results, it is also known that the role of the quality of HR in influencing the performance of the Bappeda Aceh Selatan is 0.262 or 26.2%, which means that every time there is an increase in the quality of HR owned by the Bappeda Aceh Selatan, it will be able to increase the performance of the Bappeda Aceh Selatan by 26.2 %. The quality of HR is characterized by the level of knowledge, ability, and willingness possessed by a person that can be used to produce professional performance. Therefore, many theories and research results prove that the quality of HR has a very important role in influencing organizational performance.

From the results of the analysis of respondents' perceptions, it can be seen that the quality of HR owned by the Bappeda Aceh Selatan is still not good, especially in its role in improving the

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overall performance of the Bappeda Aceh Selatan. The HR of the Bappeda Aceh Selatan must have a strong desire for self-development efforts so that they can become individuals who have high abilities and qualities, especially in doing the work that is being assigned to them. The leadership of the Bappeda Aceh Selatan must provide a budget for the development of its ASN such as a budget for training activities, education, and training so that ASN has the ability and high quality, especially in solving problems against all the obstacles and challenges being faced, ASN is always ready to face changes in the social dynamics of society, able to establish cooperation with other parties, especially in supporting their work.

### **ASN Competence Role In the Performance of Bappeda Aceh Selatan**

Testing H5, namely the influence of ASN competence on the performance of the Bappeda Aceh Selatan, obtained a T statistic  $2.554 > 1.96$  and a P  $0.000 < 0.05$ . These results indicate that hypothesis testing of H5 is accepted. These results conclude that the competence of ASN has a positive and significant effect on the performance of the Bappeda Aceh Selatan. ASN competence has a role of 0.175 or 17.5% in influencing the performance of the Bappeda Aceh Selatan. These results are in line with (Anwar & Abdullah, 2021), (Ali et al., 2021), (Mudiarsono et al., 2021), (Alshammari, 2020), (Sudarman, Hasim, & Maswati, 2020), (Nurdin et al., 2020), (Koswara, 2018).

The research results also reveal that the large role of ASN competence in influencing the performance of the Bappeda Aceh Selatan is 0.175 or 17.5%, which means that every time there is an increase in the competence of the ASN, it will be able to increase the performance of the Bappeda Aceh Selatan by 17.5%. In carrying out government management, every government agency must prepare ASN competency standards. This is because the competence of the ASN owned by the government agency will determine the authenticity of the organizational performance following what has been aspired.

Based on the respondents' perceptions, it is proven that currently, the competence possessed by ASN in Bappeda Aceh Selatan is not good, especially in influencing the performance of Bappeda Aceh Selatan. As it is known that the competencies possessed reflect the level of knowledge possessed by the ASN. Therefore, the leaders of the Bappeda Aceh Selatan need to provide a budget to support the improvement of ASN competence, especially for ASN who still have the latest educational qualifications of SMA and diploma 3 improve the competence of ASN and will have an impact on increasing the work output produced by their ASN.

### **Implementation of Development Planning Role In the Performance of the Bappeda Aceh Selatan**

Testing H6, namely the the implementation of development planning effect on the performance of the Bappeda Aceh Selatan, obtained a T statistic  $5.932 > 1.96$  with a P  $0.000 < 0.05$ . The results conclude that the implementation of development planning has a positive and significant effect on the performance of the Bappeda Aceh Selatan or it can be said that H 6 is accepted. The magnitude of the implementation of development planning in influencing the performance of the Bappeda Aceh Selatan is 0.511 or 51.1%. These results are in line with (Ferdian & Reski, 2020), (Setiadi et al., 2018), (Jonsa & Samsiar, 2017), and (Permana & Riharjo, 2017).

The results also explain that the role of the implementation of development planning in influencing the performance of the Bappeda Aceh Selatan is 0.511 or 51.1%, which means that

every time there is an increase in the implementation of development planning by 100%, it will increase the performance of the Bappeda Aceh Selatan by 51.1%. Implementation of Development Planning is also one of the factors that affect the performance of public sector organizations. Where, as mutually agreed, the better the development program is implemented, it will have implications for the better performance of public sector organizations.

From the respondents' perceptions, it figures that the implementation of development planning is still not good in improving the performance of the Bappeda Aceh Selatan, especially in supporting regional development, therefore the leaders of the Bappeda Aceh Selatan need to carry out a comprehensive and systematic re-evaluation of the planning document, improve coordination with all SKPD. The implementation of development planning must be based on the results of research and development of science and technology and apply regional innovations so that the objectives of the implementation of development can be useful for all levels of society in Aceh Selatan Regency, especially in improving the community's economy. Bappeda leaders must also follow up on regional development plans set out in regional budgets.

**Indirect Hypothesis**

The indirect test results in this research are as shown in the following table

**Table 5. Result of Indirect Hypothesis**

<b>Inter-Variable</b>	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation</b>	<b>T Statistics</b>	<b>P Values</b>
X1_Quality of HR → Y_Implementation of Development Planning → Z_BappedaPerformance	0.192	0.191	0.087	2.210	0.028
X2_ASN Competence → Y_Implementation of Development Planning → Z_BappedaPerformance	0.253	0.253	0.074	3.423	0.001

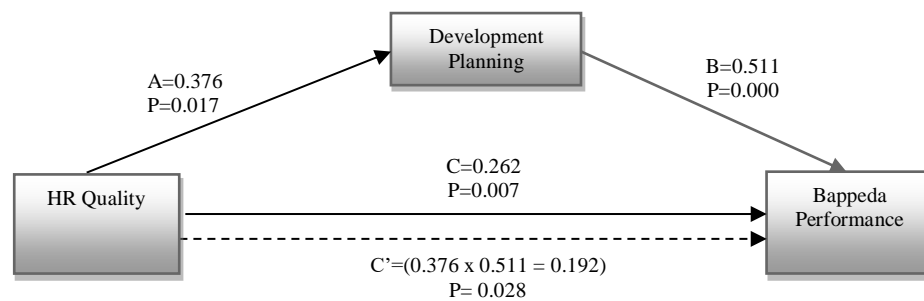
Based on Table 5, it shows the path coefficient and the significant value of the indirect effect. The description of the indirect test results and the magnitude of the effect of each hypothesis test can be seen in the following explanation:

**HR Quality Role In the Performance of Bappeda Aceh Selatan through the Implementation of Development Planning**

The results of testing H7 regarding the quality of HR effect on the performance of the Bappeda Aceh Selatan through the implementation of development planning as shown in table 5 obtained a T statistic  $2.210 > 1.96$  and a P  $0.028 < 0.05$ . These results show that the implementation of development planning mediates the quality of HR effect on the performance of the Bappeda Aceh Selatan. This reveals that H7 is accepted.

Based on the calculation for path C' using the Sobel test, it can be figured the model for all lanes A, B, C, and C' of the HR quality effect on the performance of Bappeda Aceh Selatan through development planning as shown below.





**Figure 3. H7 Model**

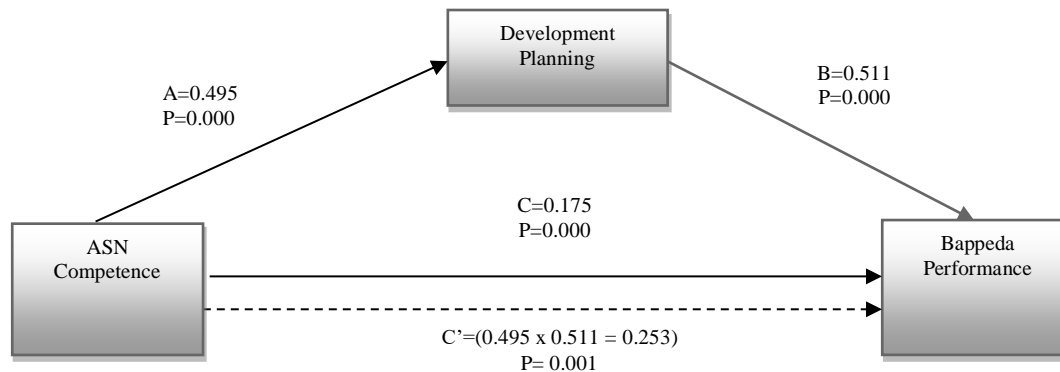
Based on Figure 3 explains the value of the path coefficient A, namely the quality of HR effect on the implementation of development planning, is 0.376 and its P is 0.017. The value of the path B coefficient or the implementation of development planning on the performance of the Bappeda Aceh Selatan is 0.511 and its P is 0.000. The coefficient of path C or the quality of HR on the performance of the Bappeda Aceh Selatan is 0.262 and its P is 0.007. Path C' or the relationship between the quality of HR and the performance of Bappeda through the implementation of development planning is  $(0.376 \times 0.511 = 0.192)$  and its P is 0.028. It concludes that the implementation of development planning partially mediates the influence of the quality of HR on the performance of the Bappeda Aceh Selatan. It is called partial mediation because either directly or through the implementation of development planning, the quality of HR affects the performance of Bappeda. The magnitude of the planning implementation in mediating the influence of the quality of HR on the performance of the Bappeda Aceh Selatan is 0.192 or 19.2%. Implementation of development planning is an important point in improving the performance of Bappeda. This is because apart from having a direct impact, the implementation of development planning is also able to mediate other factors in improving the overall performance of the Bappeda Aceh Selatan.

The performance of the Bappeda Aceh Selatan is highly dependent on the quality of its HR. The quality of HR is reflected in the effectiveness and efficiency of the resulting performance. In the Bappeda Aceh Selatan, the quality of HR is evidenced by the achievement of organizational performance indicators. The quality of HR certainly has a direct impact on development programs as evidenced by (Kulla et al., 2018) and (Norhaliza, 2020). The quality of HR is also the key to the success of an organization. Research by (Rahayu et al., 2017) and (Permana & Riharjo, 2017) prove that the Implementation of Development Planning has a very significant impact on the performance of Bappeda.

### **ASN Competence Role In the Performance of Bappeda Aceh Selatan through the Implementation of Development Planning**

The results of testing hypothesis of H8, namely the ASN competence effect on Bappeda performance through the implementation of development planning as shown in table 5 above, it shows the T statistic value is  $3,423 > 1.96$  and the p Values is  $0.001 < 0.05$ . These results reveal that the implementation of development planning mediates the effect of ASN competence on the performance of the Bappeda Aceh Selatan. These results also conclude that hypothesis testing of H8 is accepted.

Based on the calculation of path C' using the Sobel test, it can be figured for all lanes A, B, C, and C' in testing the model of the quality of HR effect on the performance of Bappeda Aceh Selatan through the implementation of development planning as follows.



**Figure 4.** H8 Model

Based on Figure 4 explains the value of the path coefficient A, namely the ASN competence effect on the implementation of development planning, is 0.495 and its P is 0.000. The value of the path B coefficient or the implementation of development planning on the performance of the Bappeda Aceh Selatan is 0.511 and its P is 0.000. The coefficient of path C or ASN competence on the performance of the Bappeda Aceh Selatan is 0.175 and its P is 0.000. Path C' or the relationship between the quality of HR and the performance of Bappeda through the implementation of development planning is  $(0.495 \times 0.511 = 0.253)$  and its P is 0.001. It concludes that the implementation of development planning partially mediates the effect of ASN competence on the performance of the Bappeda Aceh Selatan. It is called partial mediation because either directly or through the implementation of development planning, ASN competence affects the performance of Bappeda. The magnitude of the implementation of development planning in mediating the ASN competence effect on the performance of the Bappeda Aceh Selatan is 0.253 or 25.3%.

Competence reflects the capabilities possessed by ASN in running government organizations. All obstacles and obstacles faced by an organization will be easily resolved when the organization has ASN with good and reliable competencies. (Mudiarsono et al., 2021) where he mentioned that organizational members who have high competence will automatically have good abilities in terms of knowledge, analysis, and good understanding. Apart from competence, the implementation of development planning also has a positive impact on the performance of Bappeda, this has been proven by research (Rahayu et al., 2017) and (Permana & Riharjo, 2017).

## 5. CONCLUSION

The results showed that in Bappeda Aceh Selatan the condition of the variables of the quality of HR, the competence of ASN, the implementation of development planning, and the performance

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of the Bappeda Aceh Selatan were not good, the quality of HR and ASN competence affects the implementation of development planning, the quality of HR, the competence of ASN and the implementation of development planning have a significant effect on the performance of the Bappeda Aceh Selatan, and the implementation of development planning partially mediates the quality of HR and ASN competence effect on the performance of the Bappeda Aceh Selatan. These findings prove that the performance improvement model at the South Aceh Bappeda is a function of increasing HR quality, increasing ASN competence, and implementing development planning accuracy. The results of this verification become the strengthening of academic theory regarding the performance model combined with HR quality, ASN competence, and the implementation of development planning. Practically, this model can be used by the South Aceh Bappeda to review its institutional strategies and policies to further improve its performance.

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