

HUMAN RESOURCE CAPACITY DEVELOPMENT OF BUREAUCRATS WITHIN THE LOCAL GOVERNMENT OF EAST BARITO REGENCY, INDONESIA

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ABSTRACT. The present study commences with the findings of the phenomenon of the problem of the low capacity of bureaucratic human resources, especially in public services in the Regional Government of East Barito Regency. The district's public service compliance rating is the lowest in Central Kalimantan Province. This study aims to reveal data related to the development of bureaucrats' human resource capacity in the Local Government. The analytical framework employed in this study draws upon the integrated quality management theory of W. Edwards Deming, encompassing the following aspects: (1) Plan, (2) Do, (3) Check or study, and (4) Act. A descriptive qualitative method was employed in this research. The data collection process involved a combination of interview techniques, observational studies, and document analysis, with the researchers themselves serving as the instruments for data collection. The data sources for this research include regional leaders, leaders of related OPDs, several bureaucratic staff members, and the Chairman of the DPRD. To ensure the reliability of the findings, a triangulation approach was employed, involving the synthesis of data from multiple sources and collection techniques. The results indicated that the enhancement of bureaucrats' human resource capacity within the East Barito Regency Regional Government has been effectively executed and is aligned with the stages of integrated quality management as proposed by Edwards Deming, thereby ensuring the effective and efficient achievement of objectives.

Keywords: development, human resource capacity, bureaucrat, local government, East Barito Regency.

PENGEMBANGAN KAPASITAS SUMBER DAYA MANUSIA BIROKRAT DI LINGKUP PEMERINTAH DAERAH KABUPATEN BARITO TIMUR, INDONESIA

ABSTRAK. Penelitian ini diawali dengan temuan fenomena masalah masih rendahnya kapasitas sumber daya manusia birokrat khususnya dalam pelayanan publik di Pemerintah Daerah Kabupaten Barito Timur. Opini kepatuhan pelayanan publik di kabupaten tersebut merupakan yang paling rendah se-Provinsi Kalimantan Tengah. Atas dasar itu, studi ini bertujuan untuk mengungkap data terkait dengan pengembangan kapasitas sumber daya manusia birokrat di Pemerintah Daerah tersebut. Pisau analisis dalam penelitian ini menggunakan teori manajemen mutu terpadu dari W. Edwards Deming, sehingga data yang diteliti meliputi aspek: (1) Plan, (2) Do, (3) Check or study, dan (4) Act. Penelitian ini menggunakan metode kualitatif deskriptif, sehingga pengumpulan data dilakukan melalui teknik wawancara, observasi, dan studi dokumentasi. Sumber data penelitian ini meliputi pimpinan daerah, pimpinan OPD terkait, beberapa staf birokrat dan Ketua DPRD. Untuk validasi data dilakukan melalui triangulasi sumber dan teknik pengumpulan data. Hasil penelitian menunjukkan, bahwa pengembangan kapasitas SDM birokrat di Pemerintah Daerah Kabupaten Barito Timur telah berlangsung dengan baik sejalan dengan tahapan-tahapan manajemen mutu terpadu dari Edwar Deming, sehingga dapat mencapai tujuan secara efektif dan efisien.

Kata Kunci: pengembangan, kapasitas sumber daya manusia, birokrat, pemerintah daerah, Kabupaten Barito Timur.

INTRODUCTION

The government's role in society, the nation, and the state is to serve, facilitate, and bridge the various needs of individuals and social life in various forms and levels. This enables the realization of welfare and other life goals, as well as the attainment of justice. According to Suhifatullah (2019), the quality of public services is a pivotal factor in efforts to establish a positive image of government (good governance). Consequently, the State Civil Apparatus (Aparatur Sipil Negara or ASN), as the primary entity responsible for public services within the state and government administration, is obligated to perpetually

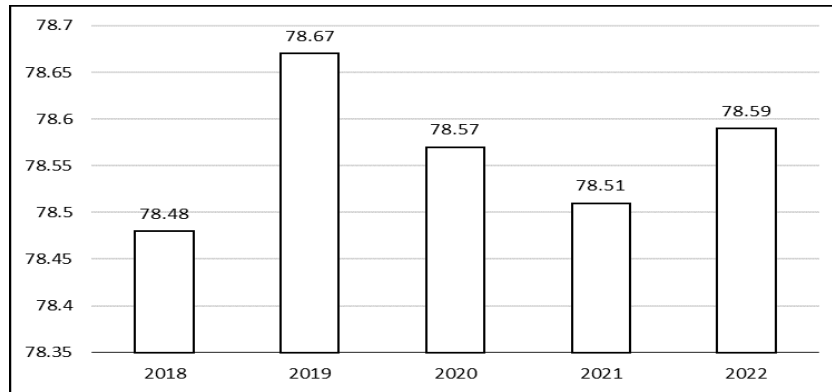
enhance the caliber of its services, both in the capacity of formal responsibility and as a matter of moral obligation.

In accordance with the aforementioned statement, Law No. 20 of 2023 concerning the State Civil Apparatus explicitly demands an ASN that possesses integrity, is professional, neutral, and free from political intervention. Furthermore, it demands that the ASN be uncorrupted, free from collusion and nepotism, and able to organize public services for the community. The ASN is also required to play a role as an adhesive element of national unity and integrity based on the principles of the 1945 Constitution of the Republic of Indonesia and to demonstrate commitment, moral integrity, and responsibility for public services. This initiative aims to establish a transparent and accountable government system, also known as good governance, as well as to deliver public services that are effective, efficient, and of a high standard. The realization of these objectives necessitates the active involvement and support of ASN employees or bureaucrats who embody professional competencies, responsibility, fairness, integrity, and proficiency in their respective domains (Dwiyanto, 2006; Komara, 2019).

Conversely, Bima Haria Wibisana, in <https://money.kompas.com/read/2022/07/21>, during the National Coordination Meeting (Rakornas) of Personnel, which was conducted in a hybrid manner in Batam, disclosed that the capacity or performance of Human Resources (HR) working as ASN in Indonesia is regarded as being quite low. He delineated four distinct characteristics of employees: "star," "workhorse," "trainee," and "deadwood." The present performance of ASN in the deadwood category is nearly 35 percent, indicating substandard and even unsatisfactory performance. In contrast, the star category, comprising those with high competence and performance, accounts for a mere 19.82 percent. However, it is noteworthy that a considerable proportion of ASN, classified as "workhorses," exhibit high competence but low performance. The workhorse category, characterized by its proficiency, exhibits a reluctance to engage in work if not compelled by external motivation. The workhorse's awareness of his obligation to work is contingent upon external coercion.

This phenomenon is not exclusive to the ASN in East Barito Regency; it is pervasive. Raden Biroum Bernardianto, the Head of the Ombudsman RI Representative of Central Kalimantan, has stated that the opinion of public service compliance in East Barito Regency is the lowest in the Central Kalimantan Province. This assertion was made during the Ombudsman on the spot event, which took place at the Matabu Village Hall in the East Dusun District. During the event, the Central Kalimantan Ombudsman received numerous complaints from the community in East Dusun District. Raden further elaborated that, according to the results of a compliance survey conducted by the ombudsman, East Barito is among the districts with the most critical deficiencies in public service supervision, as evidenced by its performance over the past four years. However, a marginal improvement is projected for 2023, with a transition from red to yellow.

The governance of East Barito Regency, a relatively recent autonomous region, has been characterized by instability and variability. The performance of the 37 Regional Work Units (*Organisasi Perangkat Daerah* or OPD) in East Barito Regency obtained relatively unstable points based on the level of community satisfaction. This observation is further substantiated by the Community Satisfaction Index (*Indeks Kepuasan Masyarakat* or IKM) for services provided by the Barito Regency's BPKAD, as depicted in the following figure.



Source: LAKIP Kab. Barito Timur, 2023

Figure 1. Community Satisfaction Index in East Barito District

The graph above demonstrates that the governance of East Barito Regency is met with community satisfaction, which exhibits stability and does not fluctuate from year to year. This fluctuation is hypothesized to be associated with the performance of each OPD within the East Barito Regency Government, as illustrated in the subsequent table depicting the achievement of performance targets.

**Table 1. Performance Achievement of Local Government Strategic Targets
East Barito Regency in 2023**

No.	Regional Strategic Objectives	Number of Indicators	% Achievement
1	Exceeding Target	13	41,94
2	On Target	4	12,90
3	Did Not Reach Target	14	45,16

Source: LAKIP Kab. Barito Timur, 2023

The data presented indicates that there are still performance achievements that have not met or have not yet met the target of 45.16%. This figure is notably high, prompting a discernible decline in community satisfaction. This phenomenon is plausibly associated with the quality of ASN human resources or bureaucrats who have not met expectations.

A critical aspect of enhancing the performance and professionalism of ASN employees in public services is the establishment of a conducive and dynamic work environment. A positive organizational culture, characterized by respectful communication, high discipline, and consistent application of rules, is instrumental in fostering such a climate. The provision of rewards and sanctions has also been demonstrated to enhance employee motivation (Sancoko, 2010). To this end, there is a necessity to foster ASN through capacity building of government officials through promotions, taking part in official scholarships, implementing technical guidance that can support professional performance, and participating in various training (education and training) or workshops (Rewansyah, 2010; Sancoko, 2010; and Komara, 2019).

In accordance with these coaching efforts, Law Number 23 of 2014 concerning Regional Government, in Article 380, stipulates that the Regent/mayor, as the head of the district/city, is obligated to carry out guidance and supervision of the district/city Regional Apparatus. Paragraph 1 and 2 of Article 376

explicitly stipulate that the Ministry is responsible for the organization of educational and training programs for civil servants, with the objective of ensuring the effective implementation of Regional Government. The objective of these educational endeavors is to cultivate graduates who embody the qualities of state servants, characterized by specific attributes. Firstly, graduates should possess expertise and governance. Secondly, they should possess technical skills with personality and leadership expertise of the civil service. Thirdly, they should have an archipelago outlook and ethical code.

In light of the aforementioned conditions of ASN or bureaucrats, Indra Gunawan, the Acting Regent of East Barito, since inaugurated in September 2023, is committed to enhancing the Human Resources (HR) of ASN, which continues to receive a yellow report card for its subpar performance in delivering excellent public services. According to Indra Gunawan, as cited in <https://mediacenter.baritotimurkab.go.id/penjabat-bupati>, regional development must encompass more than merely physical infrastructure; it is imperative to prioritize the enhancement of ASN human resources through leadership training. In carrying out their duties, ASN must have the ability to lead, nurture, and serve the community well. The realization of this objective necessitates the implementation of structured and sustainable training programs.

The commitment of the Acting Regent of East Barito in developing the capacity of ASN human resources, or bureaucrats, is a subject that merits further study, particularly in relation to its managerial aspects. The present study employs the Integrated Quality Management theory of W. Edwards Deming (1982) as the analytical framework. The findings of this study are anticipated to provide valuable insights to the Regional Government of East Barito Regency, serving as a valuable source of feedback, as well as to other local governments seeking to enhance the capacity of ASN human resources or bureaucrats.

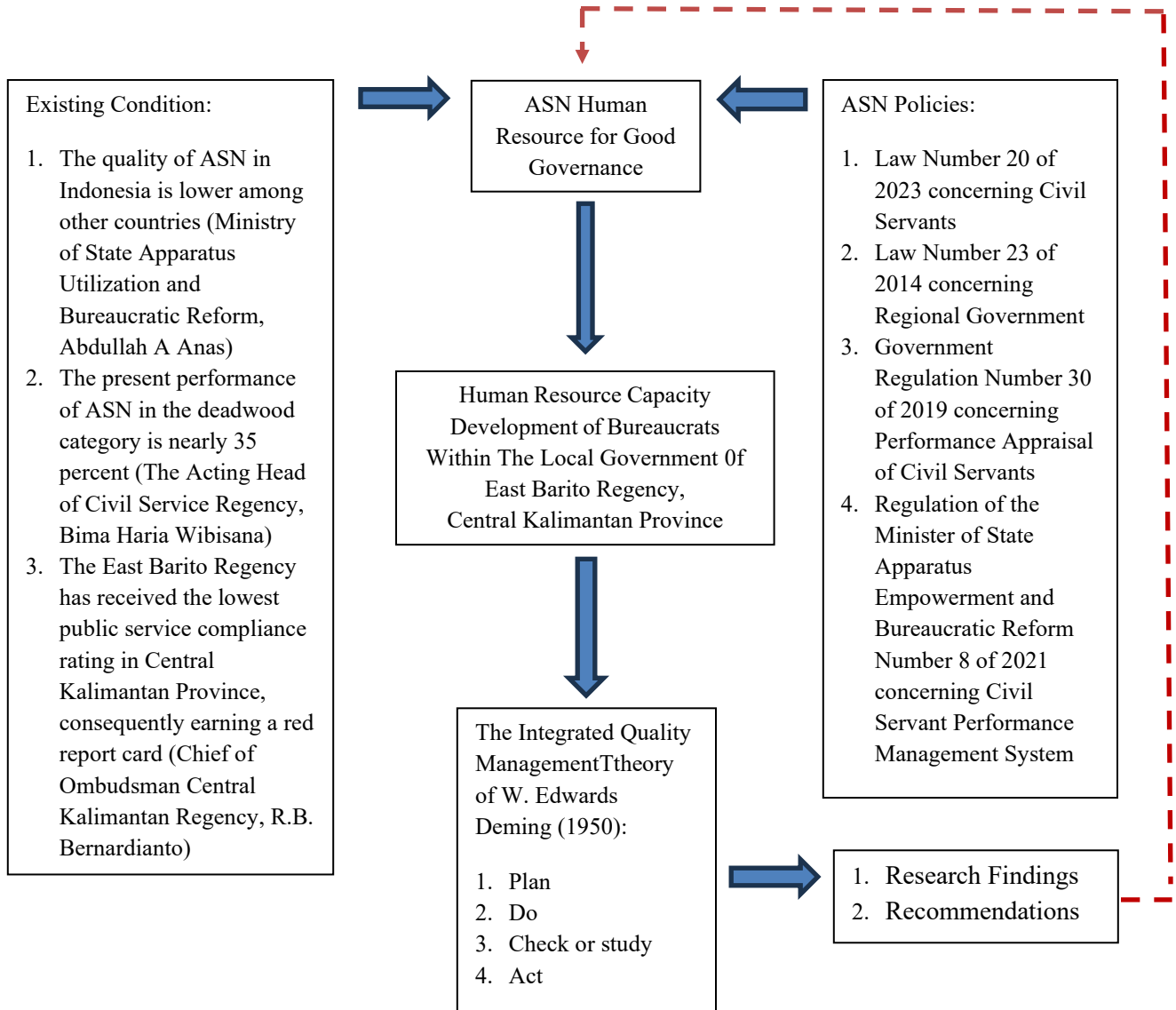
RESEARCH FRAMEWORK

The State Civil Apparatus (ASN), otherwise known as bureaucrats, embody the spirit of bureaucracy and public services. These services are the responsibility of government organs that have been entrusted with the mandate from the state through the constitution and various existing policies or laws. Consequently, the caliber of bureaucrats, both in terms of their aptitude and their commitment to their duties, directly impacts the effectiveness of the bureaucracy and the quality of public services. The findings of assessments conducted by officials and associated institutions, which evaluate bureaucrats' performance, continue to reveal a persistent dissatisfaction among the public with the quality of public services. This suggests that the caliber of human resources within the bureaucracy does not align with the expectations necessary to achieve effective governance.

In response, the government has initiated various initiatives to enhance the quality of bureaucratic human resources. These efforts encompass the formal education sector as well as non-formal educational and training programs. However, the efficacy and efficiency of these endeavors hinge upon the implementation of an effective HR development management approach. In this regard, the present study endeavors to elucidate the implementation of bureaucratic HR development undertaken by the Regional Government of East Barito Regency, with a view to offering a comprehensive analysis through the lens of the Integrated Quality Management theory propounded by W. Edwards Deming (1950). The theory posits four critical components in HR development management, namely: First, there is the need for planning; second, there is the need for action; third, there is the need for review; and fourth, there is the need for further action.

The objective of this research is to provide feedback in the form of actionable recommendations, with a focus on the Regional Government of East Barito Regency and, more broadly, other local governments grappling with similar challenges.

The framework employed in this study is delineated as follows.



Source: Processed by Researchers, 2025

Figure 2. Research Framework

METHOD

The objective of this research is to collect data on managerial aspects in ASN Human Resource capacity development. To that end, a qualitative research method with a descriptive approach was selected as the most suitable method. This approach is founded on post-positivism and interpretive philosophy, making it well-suited for investigating natural phenomena. Qualitative research positions the researcher as the key instrument and aims to describe the circumstances observed in the field in depth, detail, and transparency. The findings of this study are not intended to be generalized, but rather to enhance the comprehension and significance of the phenomenon under investigation (Sugiyono, 2021). The objective of descriptive research is to address issues in a systematic and factual manner by collecting data that accurately reflects the facts and characteristics of the population under study.

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Qualitative descriptive research prioritizes the collection of data and its subsequent description in the form of narratives or images, eschewing the emphasis placed on statistical analysis in other research methodologies. Subsequent to analysis, the collected data is presented in a descriptive form that is easily understood by others (Narbuko & Ahmad, 2009).

The focal point of this inquiry pertains to the capacity development of bureaucratic human resources through the implementation of the Integrated Quality Management approach within the framework of the Regional Government of East Barito Regency. The sub-focus, grounded in the theory of Edwards Deming (1950), encompasses the following aspects: 1) HR development planning; 2) Implementation of the HR development plan; 3) Examination of results achieved related to HR development; 4) Necessary adjustment actions related to HR development; and 5) Supporting and inhibiting factors in HR development.

According to the aforementioned explanation, the object of this research is a social situation that seeks to obtain data about the people involved, the activities they carry out, the place, and all types of documentation related to the research objectives mentioned above. The subjects or informants of this study are individuals who possess both primary and secondary information. Consequently, the sources of information or informants include the Acting Regent, the Regional Secretary, the Head of Human Resources Development and the Personnel Agency (BKPSDM), several Heads of Regional Work Unit (OPD), the Chairman of the Regional House of Representatives (DPRD), and ASN alumni.

The collection of these data or information was facilitated through the implementation of in-depth interview techniques, observational studies, and documentation analysis. To ensure the reliability of the findings, a triangulation approach was employed, involving the integration of data from multiple sources, the application of diverse research techniques, and the analysis of data over an extended period. Concurrently, the analysis of the data was initiated at the onset of the research and entailed the following procedures: recording, coding, reduction of data, presentation, verification, and formulation of conclusions.

The limitation of this study is that the researchers did not measure the level of success quantitatively. However, they attempted to present qualitative data related to the management stages of integrated quality management in an effort to develop the capacity of human resource bureaucrats in the East Barito Regency Regional Government. It is possible that the data description of the research results that have been validated can be a reference for other local governments to develop the capacity of human resources of their bureaucrats.

RESULT AND DISCUSSION

The results of the research, based on the aspects studied, show the following:

- 1) Firstly, in the domain of planning the development of the bureaucracy's human resource capacity, the Acting Regent of East Barito has formulated a strategy that ensures every bureaucrat can partake in educational and training programs at the Royal Training Institute, located in Palangkaraya, Bandung, and Yogyakarta. This planning was formulated during a meeting involving relevant stakeholders of bureaucratic education and training, including the Regional Secretary, the Chairman of the Regional House of Representatives (DPRD), the Head of Human Resources Development and the Personnel Agency (BKPSDM), and several Heads of Regional Work Unit (OPD). The consensus reached during this meeting was that bureaucrats would progressively be incorporated into educational and training programs, encompassing both National Leadership Training Level II and Administrative Leadership Training. Consequently, from January to June 2024, several bureaucrats were recommended to participate in training at the Human Resources Development Agency of the Ministry of Home Affairs as the Deputy for the Implementation of Competency Development of the State Administration

Institute. The East Barito Regency DPRD has formally endorsed the budgetary allocation for the HR capacity development program.

- 2) In regard to the implementation of human resource capacity development for bureaucrats, the Regional Government of East Barito Regency has methodically allocated bureaucrats who have been recommended to attend training as follows:
 - a) On July 8, 2024, two individuals were assigned to participate in the National Leadership Training Level II Batch XXVII Year 2024 at BPSDM West Java Province.
 - b) On July 19, 2024, three individuals were assigned to attend National Leadership Training (PKN) Level II at BPSDM Central Kalimantan Province.
 - c) On July 25, 25 individuals were assigned to attend the Administrator Leadership Training Fiscal Year 2024 at the Ministry of Home Affairs Human Resources Development Center (PPSDM) in Yogyakarta.
 - d) On July 29, 2024, 30 individuals were assigned to attend the Administrator Leadership Training Batch VI Fiscal Year 2024 at the Bandung Regional Ministry of Home Affairs Human Resources Development Center (PPSDM).

All education and training participants are obligated to submit periodic reports to ensure the effective implementation of the program and to facilitate progress monitoring.

- 3) With regard to the evaluation of the outcomes achieved in relation to the development of bureaucratic human resources, the BKPSDM has assessed the enhanced capacity of bureaucratic human resources who have undergone training, the results of which are deemed to be substantial. This observation has been corroborated by alumni of educational and training programs, who have reported a substantial enhancement in their knowledge and experience, derived from training materials and from the exchange of insights with participants from diverse regions.
- 4) The sustainability of these efforts is ensured by the subsequent enrollment of participants in education and training programs, ensuring a systematic enhancement of the capacity of all human resources bureaucrats.

The above findings or research results are then analyzed by the integrated quality management analysis tool as follows.

1) Planning (*Plan*)

The successful execution of endeavors aimed at enhancing HR capacity is contingent upon effective management. Planning constitutes a pivotal aspect of HR development management, necessitating the consideration and decision-making of the various elements pertinent to these endeavors. In this regard, Deming (1982) underscores the significance of meticulous planning in the realm of human resource development. According to Deming (1982), effective planning is instrumental in helping organizations achieve their goals and enhance their quality. The benefits of planning are manifold.

a) Improving Efficiency

Good planning can help organizations allocate resources more effectively and efficiently, saving time, costs, and other resources.

b) Reducing Risk

Careful planning can help organizations identify and mitigate risks that may arise. Consequently, organizations can circumvent errors that have the potential to adversely affect human resource development programs.

c) Improving Quality

Effective planning can help organizations improve the quality of human resource development programs, which in turn can improve employees' abilities and performance.

In addition, Drucker (1954) demonstrated that effective planning can assist organizations in achieving their objectives and enhancing their performance. Drucker's (1954) seminal work also underscores the necessity of incorporating external and internal factors in planning. This entails a meticulous examination of both external and internal factors to ascertain the most precise and accurate measures in the endeavor to enhance human resource capacity. In accordance with Fayol's (1949) assertions, the formulation of human resource development plans ought to underscore the significance of task allocation and responsibility distribution. However, Maslow's (1943) seminal work underscores the significance of fulfilling employees' fundamental needs before fostering their professional growth. Effective planning can assist organizations in addressing employees' fundamental needs, thereby enhancing their motivation and performance. McGregor (1960) underscored the significance of incorporating psychological and social factors into planning. Consequently, McGregor underscored the significance of distributing power and responsibility in the planning process.

In the context of integrated quality management, Deming (1982) propounded a PDCA (Plan-Do-Check-Act) cycle. In the context of "Plan" or planning in integrated quality management, Deming elucidated that at this stage, the organization must determine goals, objectives, and plans to achieve these goals. The following activities are imperative for effective planning:

- a) Determine the goals that the organization wants to achieve.
- b) Analyze organizational and customer needs.
- c) Develop a plan to achieve the goals.
- d) Determine the resources required to implement the plan.
- e) Identify potential risks and develop strategies to address them.

The objective of goal setting in planning is to develop effective plans to achieve organizational goals. The effective implementation of these planning aspects enables an organization to:

The implementation of effective planning can lead to a multitude of benefits, including: 1) enhanced efficiency and effectiveness, 2) improved product or service quality, 3) increased customer satisfaction, and 4) strengthened competitive ability. Consequently, the planning stage emerges as a pivotal component within the broader framework of integrated quality management.

The aforementioned description underscores the critical importance of effective planning in the realm of human resource development programs. Through effective planning, organizations can enhance efficiency, mitigate risks, and improve the quality of human resource development programs. Consequently, it is imperative for organizations to acknowledge the significance of effective planning in human resource development and to implement the principles of effective planning in their practices.

Efforts to enhance the capacity of human resources bureaucrats in the Regional Government of East Barito Regency have been undertaken through a meticulous process, commencing with planning by engaging various relevant stakeholders. This approach aligns with the recommendations of experts in the field, emphasizing the importance of effective and efficient HR capacity development.

2) Implementation (Do)

The implementation aspect is a consequence of a plan in the performance of HR development management to achieve predetermined goals. To ensure the effective and efficient implementation of HR development, several experts concur on the significance of considering the following factors:

- a) Internal Factors
 - (1) Ensure HR development aligns with organizational needs and objectives.
 - (2) Identify employee capabilities and skills requiring development.
 - (3) Ensure HR development aligns with organizational culture.
 - (4) Ensure adequate resources are available to support HR development.
- b) External Factors
 - (1) Ensure HR development is in line with technological changes.
 - (2) Ensure that human resource development is in line with changes in people's life behavior.
 - (3) Ensure HR development is in line with applicable regulations and policies.
 - (4) Ensure HR development is in line with global trends and issues.
- c) Employee Factors
 - (1) Ensure that employees possess sufficient motivation to engage in HR development.
 - (2) Ensure that employees possess adequate learning abilities to engage in HR development.
 - (3) Ensure that employees are involved in the HR development process.
 - (4) Ensure that employees receive positive feedback to improve performance.
- d) Implementation Factors
 - (1) Ensure that the development methods used are effective and efficient.
 - (2) Ensure the time and schedule of HR development are effective and efficient.
 - (3) Ensure HR development costs are effective and efficient.
 - (4) Ensure effective and efficient evaluation of HR development to improve performance.

According to Deming (1982), the second aspect of integrated quality management is "Do" or implementation. This stage of the plan's implementation is critical for ensuring its success. During this phase, the organization is expected to execute the plan in an accurate and efficient manner. The following list enumerates some of the activities that must be carried out in the "Do" or implementation aspect:

- a) Implement the plan that has been made correctly and effectively.
- b) Implement the process that has been designed to achieve the goal.
- c) Utilize available resources in an effective and efficient manner.
- d) Oversee the ongoing process to ensure that the plan is executed correctly.

The implementation of bureaucratic HR capacity development within the East Barito Regency Regional Government has procedurally considered various factors and aspects, as expressed by the aforementioned experts. This is due to the fact that the implementation of bureaucratic HR capacity building is carried out by accredited or tested institutions that continue to develop their existence in line with changes in science and technology as well as changes in policy and community life.

3) Evaluation (*Check or study*)

The evaluation component of HR capacity development is equally crucial to the planning and implementation aspects. The evaluation process is instrumental in ascertaining the alignment of HR capacity development initiatives with the stipulated objectives. In accordance with Deming's principles, the evaluation stage constitutes the third phase within the framework of integrated quality management. This stage, as articulated by Deming, is the phase of evaluation or inspection. At this stage, the organization must assess whether the implemented plans have achieved the desired goals. The "Check" or evaluation aspect encompasses several activities, namely:

- a) Collect data on process performance and results.
- b) The analysis of data to ascertain whether the plan has achieved the objectives.
- c) The identification of discrepancies between the anticipated and actual outcomes.

d) Develop recommendations for improvement based on analysis results.

According to Deming, the purpose of "check" or evaluation is to ascertain whether the plan that has been implemented has achieved the desired goals or targets. Through the implementation of a "Check" or evaluation process, it is hoped that the organization can:

- a) Improve efficiency and effectiveness
- b) Improve product or service quality
- c) Increase customer satisfaction
- d) Identify gaps and develop recommendations for improvement

The "Check" or evaluation aspect is a very important stage in integrated quality management because it allows the organization to check whether the plans that have been implemented have achieved the desired goals. In the context of the East Barito Regency Local Government Scope, the development of bureaucrats' human resource capacity has been facilitated through periodic evaluations. These evaluations have been carried out by requiring each training participant to submit a progress report detailing their attendance at the training. This approach aligns with the principles articulated by Deming.

4) Action or Improvement (*Action*)

The final component of integrated quality management is the "Act" aspect. According to Deming, this "Act" phase signifies the implementation stage of the improvement process. At this stage, the organization must take action to improve the process and improve quality based on the evaluation results at the "Check" stage. The "Act" phase encompasses a series of activities, including:

- a) Implement the improvements that have been recommended in the "Check" stage.
- b) Change ineffective or inefficient processes.
- c) Develop employee skills to improve quality.
- d) Oversight and control of the process to ensure the efficacy of the implemented improvements.

The objective of the "Act" aspect is to implement actions to enhance the process and elevate quality, informed by the evaluation outcomes from the "Check" stage. Through the effective implementation of the "Act" aspect, it is expected that the organization can:

- a) Improve efficiency and effectiveness
- b) Improve product or service quality
- c) Increase customer satisfaction
- d) Reduce costs and increase productivity

The "Act" aspect is a critical stage in integrated quality management because it enables organizations to take action to enhance the quality of processes and results in a series of continuous or continuous HR improvement cycles. In relation to the enhancement of bureaucrats' HR capacity, the Regional Government of East Barito Regency has adopted a phased approach, systematically allocating bureaucratic employees to undergo educational and training programs at institutions recognized by the government for their proficiency in developing bureaucrats' HR capacity.

CONCLUSIONS

In accordance with the aforementioned explanation, the enhancement of the human resource capacity of bureaucrats within the East Barito Regional Government has been progressing in a satisfactory manner, aligning with the phases of integrated quality management initiated by Deming. At the "Plan" stage,

the East Barito Regency Regional Government has formulated a plan to ensure that all bureaucrats receive education and training at the Civil Service Training Institute, located in Palangkaraya, Bandung, and Yogyakarta. This planning was formulated during a meeting involving relevant bureaucratic education and training stakeholders, including the Regional Secretary, the Chairman of the Regional House of Representatives (DPRD), the Head of Human Resources Development and the Personnel Agency (BKPSDM), and several Heads of Regional Work Unit (OPD).

During the "Do" or implementation stage, the Regional Government of East Barito Regency has procedurally considered various factors and aspects as expressed by the aforementioned experts. The implementation of bureaucratic HR capacity building is entrusted to accredited or tested institutions that continuously adapt their operations in accordance with advancements in science and technology, as well as changes in policy and community life.

In the "Check" or evaluation stage, the Regional Government of East Barito Regency periodically assesses the effectiveness of training through the requirement of progress reports from each participant. This approach aligns with Deming's assertion that effective evaluation is contingent on regular and systematic feedback collection.

In the "Action" stage, the Regional Government of East Barito Regency has committed to gradually or annually sending bureaucratic employees to attend education and training at government-established training institutions to develop the capacity of bureaucratic human resources.

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