

# Implementation Of Capacity Building At Salatiga City Regional Civil Service Agency

Meida Rachmawati<sup>1\*</sup>, Adhi Susano<sup>2</sup>, Masayu Endang Apriyanti<sup>3</sup>, Dona Fitria<sup>4</sup> & Sri Iswati<sup>5</sup>  
Universitas Ngudi Waluyo, Indonesia [Meida\\_r@unw.ac.id](mailto:Meida_r@unw.ac.id)  
Universitas Indraprasta, Indonesia [adhi\\_susano@unindra.ac.id](mailto:adhi_susano@unindra.ac.id)  
Universitas Indraprasta, Indonesia [masayu.ea@unindra.ac.id](mailto:masayu.ea@unindra.ac.id)  
Universitas Indraprasta, Indonesia [dona.fitria@unindra.ac.id](mailto:dona.fitria@unindra.ac.id)  
Badiklat Kemhan, Indonesia [iswati\\_sri@kemhan.ac.id](mailto:iswati_sri@kemhan.ac.id)

## ABSTRACT

Since the enactment of Law 22 of 1999 concerning Regional Government, which has had a change impact on every government agency. Coupled with the enactment of various government policies, such as the implementing policy of Law No. 32 of 2004 concerning Regional Government, in this case, Government Regulation No. 6 of 2008 concerning Guidelines for the Evaluation of Regional Governance. This has become a kind of encouragement for the emergence of government agencies that can serve the people quickly and accurately. In addition, the existence of Government Regulation No. 6 of 2008 concerning Guidelines for the Evaluation of the Implementation of Regional Government is the spearhead of creating Capacity Building which is applied to all levels of employees within the scope of government agencies, including the implementation of capacity building within the Salatiga City Regional Personnel Agency. It is hoped that implementing this capacity building can increase employees' ability to serve the people of Salatiga City, especially concerning staffing issues.

**Keywords:** Implementation; Capacity Building; Regional Civil Service Agency; Salatiga

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## 1. Introduction

Law is inseparable from social life, all individual behavior is regulated by law, both the law that applies in an area or customary law and throughout Indonesia. This means that the law is intimate from the mutual influence of all aspects of society. The implementation of law enforcement in Indonesia must view the law as a system. According to Friedman, the legal system consists of three components, namely structure, substance, and legal culture [1].

These three components have reciprocity, so they must be linked together to achieve optimal legal objectives.

The function of law as a means of social control cannot be fully relied upon on the ability of formal legal legislation.[2] Starting from this problem, Rahardjo doubts the legal values to regulate the life of Indonesian society today which is much more complicated than before. Problems with apparatus and employees in the scope of government are often complained of by the community, namely the slow bureaucratic process, the incompetence of employees in carrying out their jobs, as well as other complaints, which in essence are still struggling with the ability of employees.

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Meida Rachmawati  
Universitas Ngudi Waluyo, Indonesia  
[Meida\\_r@unw.ac.id](mailto:Meida_r@unw.ac.id)

The emergence of various government policies, especially policies implementing Law No. 32 of 2004 concerning Regional Government, in this case, PP No. 6 of 2008 concerning Guidelines for the Evaluation of the Implementation of Regional Government has become the main lever (key leverage) for efforts to realize the capacity of regional government. The PP explains and mandates that the government is obliged to follow up on the results of evaluating the performance of regional government administration by implementing capacity building (CB) programs.[3]

The mandate is clearly stated in the Development Chapter, Article 54 paragraph (1-3) PP No. 6 of 2008 concerning Guidelines for the Evaluation of Regional Government Implementation as follows: [3]

1. The government, based on the results of the EPPD, carries out guidance and facilitation to improve the performance of regional governments through regional capacity-building programs.
2. Capacity building can be in the form of facilitation in the field of policy, institutional, and human resource frameworks.
3. The preparation of regional capacity-building programs is guided by the national framework for capacity development regulated by a Presidential Regulation. Based on the substance of the article, it is clear that increasing the capacity of regional government administration takes the form of coaching and facilitation in 3 (three) aspects, namely the policy framework, institutions, and human resources. In practice, many capacity-building programs have been carried out by various parties, both the government, regional governments, and international donor agencies.

Accordingly, it can be seen that the increasing crime and soaring unemployment affect people's welfare. The low level of social welfare is also experienced by professional athletes in Indonesia. The issue of athlete

welfare seems to continue to arise because it is very rare for the State to fulfill the welfare and rights that sports athletes should receive.

The understanding of the characteristics of capacity building is that capacity building is of course a process of continuous (sustainable) improvement of individuals, organizations, or institutions, not just happening once. It is an internal process that can only be enabled and accelerated with outside assistance, for example, donors.[4]

According to Brown, capacity building is a process that can improve the ability of a person, organization, or system to achieve the goals to be achieved. Capacity building, more specifically in the field of governance, explained by Keban that b is a series of strategies aimed at increasing the efficiency, effectiveness, and responsiveness of government performance, by focusing on dimension development, human resources, organizational strengthening, and institutional or environmental reform. Capacity building as a tool for action towards a good governance system is related to efforts to minimize the role and scope of government.[5]

The problems described above in this study are intended to find out the efforts of the Teluk Betung sub-district government as the spearhead of government in tackling problems, eliminating slum predicates, reducing population density, and improving the welfare of its people through the capacity building of village (kelurahan) organizations which include individual/HR development, organizational development/ institutions, development of management systems with the ultimate goal of achieving good governance.[6] This is where the role of the Salatiga City Regional Personnel Agency becomes very important for the growth and development of employees in the organizational environment. On the other hand, the Salatiga City Regional Personnel Agency will also be able to improve the performance of its employees, becoming employees who can serve the community well. The success of an organization can also

be seen from its ability to improve the performance of the Salatiga City Regional Civil Service Agency, which can be achieved through the performance of its employees.

Based on the description above, it is clear that the creation of a figure of government apparatus within the Salatiga City Regional Civil Service Agency needs good attention, and the application of capacity building, is the variable that is most highlighted in this regard. It is only natural for the leaders of government and private agencies to start implementing capacity building that has been organized in such a way, for the achievement the abilities of their employees so that they are following organizational goals. Thus, the expected outcome, namely employees with good work skills can be produced, and become a driving force for the success of the government in serving the community.

### ***Problem***

The problem in this paper is How the Implementation of Capacity Building in the Salatiga City Regional Civil Service Agency conducted.

## **2. Methods and Approaches**

### **Method**

The method used in writing this applied paper is the descriptive analytical method, namely by using data that clearly describes the problems directly in the field, then the analysis is carried out and then concluded to solve a problem. Methods of data collection through observation and literature study to obtain problem-solving of this paper.[7]

### ***Approaches***

Sociological juridical approach is the method used to examine problems from a legal and systematic point of view and as a guide to rules that can be used as a basis for analyzing legal phenomena that arise. The sociological approach used to examine a problem in society or the community environment with the intent and purpose of obtaining facts, followed by finding problems, identifying problems, and finding solutions to problems.[8]

The normative juridical approach is carried out against certain laws and regulations or written laws, which are related to the Implementation of Capacity Building at the Salatiga City Regional Personnel Agency. This study describes the condition of the object under study, which focuses on regulation and the Implementation of Capacity Building at the Salatiga City Regional Civil Service Agency in practice.[9]

## **3. Findings and Discussion**

### ***Capacity Building Overview***

Capacity building is an effort aimed at developing a strategy to increase the efficiency, effectiveness, and responsiveness of government performance. Efficiency here in terms of the time and resources needed to achieve an outcome, efficiency in the form of the appropriateness of the effort put in for the desired result, and responsiveness in how to adjust between needs and capabilities for that purpose.[10] Another definition of organizational capacity building sees the capacity building as a process of carrying out something, or a series of movements, multi-level changes within individuals, groups, organizations, and systems to strengthen individual and organizational adaptability so that they can be responsive to existing environmental changes.[11]

According to Mowbray[12], the levels of the capacity building consist of:

1. Individual levels and dimensions are the smallest levels in the system, at this level. Capacity-building activities that emphasize the aspect of providing learning to individuals in order to obtain quality human resources in the scope of creating increased skills within individuals, adding knowledge and technology that are currently developing, improving behavior to provide examples and motivation
2. The levels and dimensions of capacity building in institutions or organizations consist of organizational resources, organizational culture,

management, organizational structure, or decision-making systems.

3. The level and dimension of capacity building in the system is the highest level where all components are included in it. The system level, such as the regulatory framework, policies, and underlying conditions supports the attainment of certain policy objectives.

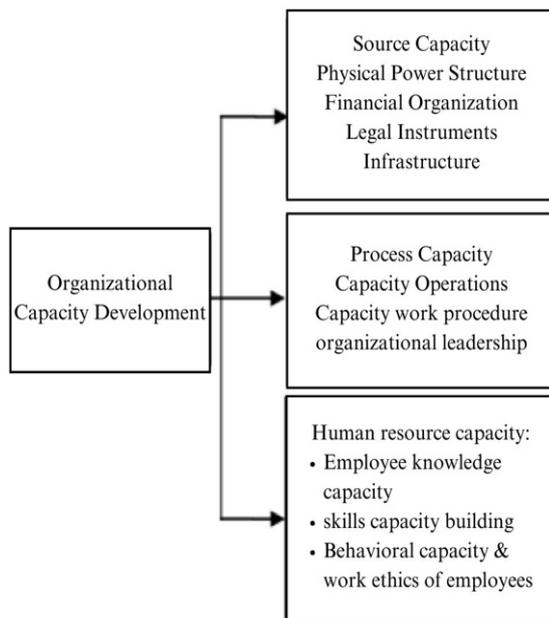


Figure 1. Organizational Capacity Development According to Leavit (2004)

### Individual / HR Level

Individuals are one important component in an organization to achieve its goals of the organization. This achievement will be fulfilled with the support of the level of knowledge, level of skills, attitudes, and work behavior possessed by each employee. Knowledge (Knowledge), Skills (Skill), and Attitude (Attitude).

### Organizational/Institution Level

Institutional capacity development has six focuses namely, organizational structure, work mechanism, organizational culture, budget/value system, infrastructure,

and work procedures. In this study, the researchers only focused on 3 (three), namely:

- 1). Organizational structure;
  - 2). Budget system;
  - 3). Infrastructure
3. System/Management Level

The level of system/administration is measured by the capacity to implement operational standards, leadership capacity, and the capacity of work unit duties and functions. In carrying out the tasks of the regional government, they must comply with the Standard Operating Procedure (SOP), which is a written manual. SOP is a guideline that contains operational procedures that exist within an organization that is used to ensure that all decisions and actions as well as the use of process facilities carried out by people within the organization run effectively, consistently, standardly, and systematically. [13]

### Organization

There are several theories and perspectives on organizations, some of which are compatible with each other and some that are different. Organizations are used as a place or forum for people to gather and work together rationally and systematically in a planned, guided, and controlled manner in utilizing resources (money, materials, machines, methods, environment), facilities, data, and so on that are used efficiently and effectively to achieve organizational goals.

### ***Implementation of Capacity Building at the Salatiga City Regional Personnel Agency***

To realize the mandate of PP No. 41 of 2007, as has been translated into Regional Regulation No. 3 of 2008 concerning Government Affairs which are the Authority of the Salatiga City Government and Salatiga

City Regional Regulation Number 9 of 2011 concerning the Second Amendment to Salatiga City Regional Regulation Number 11 of 2008 concerning the Organization and Work Procedure of Regional Technical Institutions, Integrated Licensing Service Offices and Civil Service Police Units Praja Kota Salatiga, the contents of this chapter are limited to presenting only an overview of the main tasks and functions of the Salatiga City Regional Civil Service Agency. Furthermore, according to the Salatiga Mayor Regulation Number 55 of 2011 concerning Main Duties, Functions, and Job Descriptions of Structural Officers at Regional Technical Institutions and Civil Service Police Units, the main task of the Regional Personnel Agency is "to carry out the preparation and implementation of regional policies in the field of personnel."

To carry out this task, the Salatiga City Regional Personnel Agency has a function:

- a. Formulation of technical policies in the field of personnel management including planning, procurement, development, placement, transfer, coaching, payroll, welfare improvement, dismissal of employees, and education and training;
- b. Provision of support for the administration of regional administration in the field of personnel;
- c. Guidance and execution of tasks in the field of employee development, transfer, development and management of employees, education, and training;
- d. Implementation of agency secretarial services; And
- e. Implementation of other tasks given by the Mayor under the duties and functions.

The organizational structure of the Regional Civil Service Agency consists of:

- a. Head of Agency,
- b. Secretariat, consisting of:
  1. General and Personnel Subdivision;
  2. Planning, Evaluation, and Reporting Subdivision; And
  3. Finance Subdivision
- c. Employee Development Sector, consisting of:

1. Sub-sector of Needs Analysis, Formation and Procurement of Employees; And
2. Career Development Subfield.
- d. Mutation field, consisting of:
  1. Appointment and Rank Subfields; And
  2. Transfer, Dismissal, and Retirement Sub-sector
- e. The Field of Development and Management of Employee Data, consists of:
  1. Employee Development Sub-sector; And
  2. Personnel Data Management Sub-sector
- f. The Education and Training Sector consists of:
  1. Functional Technical Education and Training Sub-sector; And
  2. Sub-sector of Leadership Education and Training.

The main tasks of each organizational structure in the Salatiga City Regional Personnel Agency are:

- a. Secretariat  
The secretariat has the main task of providing administrative technical services including managing financial affairs, personnel, general affairs, housekeeping, equipment, maintenance, filing, management, public relations, library, preparation of activity plans, evaluation and reporting, as well as coordinating activities within the Agency.
- b. Employee Development Sector.  
The Personnel Development Sector has the main task of preparing activity plans and carrying out coordination, coaching, and employee development as well as controlling, assessing, monitoring, and evaluating the implementation of the activities of the Staff Development Sector.
- c. Mutation field.

The Transfer Division has the main task of preparing activity plan materials and carrying out coordination, fostering, and monitoring the implementation of personnel transfer activities as well as controlling, monitoring, and evaluating the implementation of activities.

- d. Development Field.

The Field of Development and Management of Employee Data has the main tasks of preparing activity plans and carrying out coordination, managing employee data, fostering employee discipline, and monitoring and evaluating the implementation of activities.

f. Education and Training Sector.

The Education and Training Sector has the main tasks of preparing activity plans and carrying out education and training needs analysis, planning the implementation and implementation of education and training, managing applications for study permits and study assignments, and evaluating the implementation of activities.

The Organizational Structure of the Salatiga City Regional Personnel Board is stipulated by the Salatiga City Regional Regulation Number 9 of 2011. The Regional Personnel Agency is led by a Head of the Agency. In carrying out their duties, the Head of the Agency is assisted by a Secretary and 4 (four) Heads of Division. The Organizational Chart of the Salatiga City Regional Civil Service Agency is as follows:

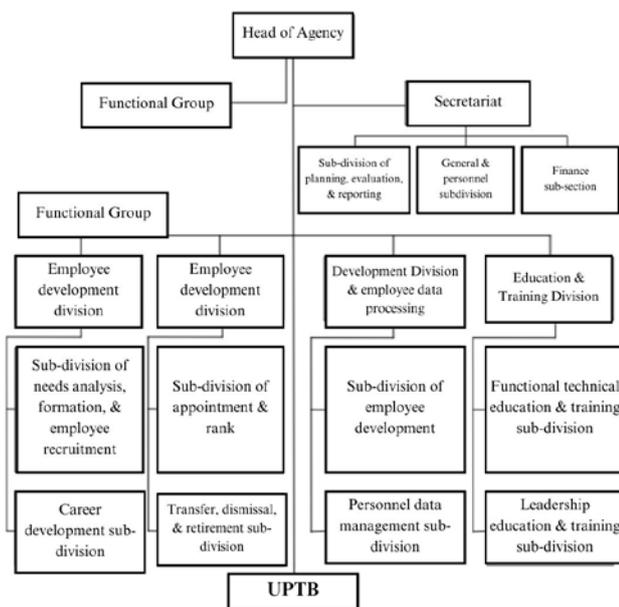


Figure 2. Organizational Structure of the Salatiga City Regional Civil Service Agency

The purpose of Capacity Building is organizational learning, starting from the

flow of the need to improve performance in all academic and non-academic aspects, reducing ignorance and uncertainty in developing the abilities needed to adapt to change and competition. Capacity Building objectives are divided into 2 namely:

(1) Generally identified with the embodiment of the sustainability of a system:

(2) Specifically aimed at realizing better performance in terms of:

- a. Efficiency in terms of time and resources needed to achieve an outcome,
- b. Efficiency in the form of appropriateness of effort made for the desired result,
- c. Responsiveness, namely how to synchronize between needs and abilities for that purpose,
- d. Learning indicated on the performance of individuals, groups, organizations and systems.

Development of Capacity Building has its own activities that enable capacity building in a system, where the activity consists of several phases: 14]

1. Preparatory phase

In this phase there are 2 work steps namely:

- a. Identification of needs for capacity building, this work step has the main activity of identifying reasons and real needs for capacity building,
- b. Define goals.

2. Analysis phase

In this phase there are 5 work steps namely:

- a. Identifying problems in this case the main activity is in the form of examining problems for further investigation,
- b. Process analysis in this case the main activity is in the form of linking problems for capacity mapping with performance system processes, organizations, and individuals,
- c. Organizational analysis in this case the main activity is in the form of having an organization investigate more deeply (organizational mapping),
- d. Mapping gaps in capacity in this case the main activity is in the form of mapping the gap between ideal capacity and reality,
- e. Summarize urgent capacity-building needs in this case the main activity is in the

form of concluding findings and gathering proposals for a capacity-building action plan.

#### 2. Planning phase.

In this phase there are 3 work steps namely:

- a. Annual planning, the main activity is to formulate the concept of a capacity-building action plan,
- b. Make a mid-term plan, the main activities in the form of consultative meetings,
- c. Developing a priority scale, the main activity is in the form of setting a priority scale for capacity building and the stages of its implementation.

#### 3. Implementation phase.

In this phase, there are 5 work steps namely:

- a. Programming, the main activity is in the form of allocating the resources currently owned,
- b. Capacity building project planning, the main activities of which are formulating capacity building implementation policies,
- c. Selection of the provision of capacity building services, the main activity of which is to identify external services and products related to the needs of implementing capacity building to be carried out,
- d. Project implementation, the main activity of which is the implementation of an annual capacity-building program according to existing resources and the available schedule,
- e. Process monitoring, the main activity is in the form of monitoring capacity-building activities.

#### 4. Evaluation phase

In this phase there are 2 work steps namely:

- a. Impact evaluation, the main activities of which are evaluating capacity development achievements, such as performance improvement,
- b. Re-planning a capacity building action plan, the main activity of which is to analyze the findings of process monitoring and impact evaluation in the context of the need for capacity building re-planning.

Referring to the implementation above, the main points carried out by the Regional Civil Service Agency for the City of Salatiga, starting from the following:

- a. Programming, the main activity is in the form of allocating the resources currently owned. HR allocation plays an important role so that each program line is filled with the right HR. Thus, the main focus of community service can be handled properly.
- b. Capacity building project planning, the main activity of which is to formulate capacity building implementation policies. The formulation of implementation policies carried out by the Salatiga City Regional Personnel Agency always involves stakeholders who are competent and have experience in developing HR capacity. Thus, everything that includes strategic policies must have met due diligence and due diligence.
- c. Selection of the provision of capacity building services, the main activity of which is to identify external services and products related to the needs of implementing capacity building to be carried out. In this case, the Regional Personnel Agency for the City of Salatiga always monitors and makes full efforts to fulfill external services and products related to the needs for implementing capacity development that will be carried out by the Regional Personnel Agency for the City of Salatiga.
- d. Project implementation, the main activity of which is the implementation of an annual capacity-building program according to existing resources and the available schedule. At this stage, the Regional Personnel Agency for the City of Salatiga has designed each of its project developments in such a way, so that all projects can be completed on time, directed, planned, and following the direction of developing the capacity of its human resources.
- e. Process monitoring, the main activity in the form of monitoring capacity-building activities. This is done as an effort to oversee the implementation of capacity building at the Salatiga City Regional Personnel Agency to be well realized, and

optimal in every line of policy and its application in the field.

## 5. Conclusion

Based on the discussion above, it can be concluded that there has been an implementation of the institutional capacity building carried out in improving the performance of services to the community at the Salatiga City Regional Civil Service Agency, although in its implementation there are supporting and inhibiting factors. Institutional capacity development carried out by Government Regulation No. 59 of 2012 concerning the National Framework for Regional Government Capacity Building within the scope of institutional capacity development as stipulated in Article 6 paragraph (1-2) namely the existence of an organizational structure according to department and work specialization, the existence of a solid working mechanism both between one sector and another as well as with other parties, the formulation of noble values as organizational culture, the existence of a performance-based budgeting system, and the availability of infrastructure that is tailored to the needs of the organization. While the supporting factors are leadership and joint commitment, while the inhibiting factors are regulatory inconsistencies. Judging from PP No. 59 of 2012 concerning the National Framework for Regional Capacity Development in terms of organizational culture, it is clearly stated that institutional capacity development has indicators in the institutionalization of a productive and positive organizational work culture based on the noble values of national culture.

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