

Basic Training Management Of Civil Servants In Improving The Work Achievement Of PNS In West Java Province BPSDM

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Abstract

This research is motivated by the performance problems of Civil Servants, namely performance targets that are not achieved, dishonest behavior, and other events that are not as expected resulting in the low quality of performance of Civil Servants (PNS). This research approach is a qualitative research with case study method. The results of this study indicate that basic training planning is made with reference to the RPJMD and the Strategic Plan. The organization is regulated by the mechanism of division of tasks, regulated based on the Decree of the Head relating to the Organizational Structure of the training management program which is generally understood and implemented by BKPSDM. The implementation of education and training at BKPSDM was carried out well, in addition to providing quality training for trainees, the committee also paid great attention to the health of participants. Supervision of basic training is carried out daily by class observers during distance learning, while classical supervision is carried out by the tutor. Barriers in general are due to the large number of participants while the time for CPNS is only one year so that there is extraordinary activity on the part of the organizers and facilitators. In overcoming the obstacles to the shortage of learning media, namely socialization before the implementation of careful preparation from the organizers and assessors of work performance. Submission of information through socialization and letters as well as utilizing the head of the class.

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

INTRODUCTION

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

According to Law Number 5 of 2014 concerning State Civil Apparatus Article 1 Paragraph 3, Civil Servants (PNS) are "Indonesian citizens who meet certain requirements, are appointed as employees of the State Civil Apparatus (ASN) on a permanent basis by the staffing officer to occupy government office". Law Number 5 of 2014 concerning State Civil Apparatus (ASN), implied the mandate that "ASN employees are located as elements of the state apparatus, who carry out policies set by the leadership of Government Agencies, must be free from the influence and intervention of all political groups and parties" reads Article 8 and Article 9 Paragraphs (1 and 2) of this Law. "

To be able to form a professional civil servant figure as mentioned above, it is necessary to carry out coaching through training channels. So far, training for the



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

Based on this, the Candidate for Civil Servant (CPNS) has not been said in its entirety as a Civil Servant (PNS). Civil Servant Candidates (CPNS) must attend the most basic training for Civil Servant Candidates, or for short, CPNS Latsar or simply called Latsar is a requirement for Civil Servant Candidates (CPNS) to be appointed as Civil Servants (PNS). Prior to 2015, it was known as Pre-service Education and Training or abbreviated as Pre-service Education and Training or simply called Prajab. In Government Regulation No. 101 of 2000 concerning education and training for the position of State Civil Apparatus (Civil Civil Servants), among others stipulates the types of training for ASN/PNS. One type of training is the CPNS Latsar (Class I, II, or III) which is a requirement for the appointment of Civil Servant Candidates (CPNS) to become ASN/PNS according to the groups mentioned above. The CPNS training course is carried out to provide knowledge for the formation of national insight, personality and ethics of Civil Servants, basic knowledge of the state government administration system, fields of duty and organizational culture so that they are able to carry out their duties and roles as public servants. It is oriented towards fulfilling the competence of a Candidate for Civil Servant (CPNS).

Human Resource Competencies according to the results of Perrin and Arifudin's study (Arifudin, 2021), namely having computer skills (line executives), having broad knowledge of vision, having the ability to anticipate the effects of change and having the ability to provide education about human resources. In an effort to improve and develop employee competencies and performance, there are 3 government institutions that play an important role in this matter, namely the Ministry of Administrative Reform, the State Civil Service Agency (BKN), and the State Administration Agency (LAN).

However, the facts on the ground still show that the competence of Civil Servants (PNS) is still low including in work programs that are not completed, performance targets are not achieved, dishonest behavior, absent employees, arriving late but leaving early, as well as other events that do not occur. according to expectations. These are problems that occur, resulting in the low quality of the performance of Civil Servants (PNS).

Based on existing data related to the performance appraisal of Civil Servants in several regencies/cities in West Java, they still show performance that needs to be improved based on the level of community satisfaction with Civil Servant services. This was reported by the Ministry of PAN RB in 2016 which was released in 2017 as follows:

Table 1.1 Recapitulation of the Work Performance Assessment of Civil Servants at Local Governments in West Java in 2016

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

(Source: Kemenpan RB, 2017)

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

Performance improvement as part of human resource management (HR) cannot be separated from the HR management process, as stated by Pigors and Myers in (Hasibuan, 2016), which emphasizes on; recruitment (procurement), maintenance (maintenance) and development (development). Likewise, the implementation of government HR management, which in this case is Civil Servants, starts from procurement, coaching and development.

As part of the bureaucratic reform rolled out by the government and in accordance with the mandate of Article 62 of Law Number 5 of 2014 concerning State Civil Apparatuses (ASN) that the implementation of the selection of civil servants procurement by government agencies through an objective and open assessment based on competence, qualifications, and requirements others required by the position.

Still in the series of procurement of Civil Servant Candidates (CPNS) in accordance with Article 34 of Government Regulation Number 11 of 2017 concerning PNS Management which states that Prospective Civil Servants must undergo a probationary period of 1 (one) year, the probationary period is a pre-service period, the pre-service period is carried out through the education and training process, the education and training



process is carried out in an integrated manner to build moral integrity, honesty, nationalism and nationalism spirit and motivation, superior and responsible personality character, and strengthen professionalism and field competence. Education and training can only be followed 1 (one)) times, Education and training guidance is carried out by the Head of the LAN. Further provisions regarding education and training are regulated by the Regulation of the Head of the LAN.

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

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

The CPNS training program is carried out in the form of classical training and non-classical training. Where classical training is a learning process that is carried out face-to-face in the classroom while non-classical training is a learning process carried out at least through e-learning, guidance in the workplace, training in the wild, distance training and/or internships. For the Latsar curriculum, it consists of: Group Dynamics, State Defense, National Insight, Management of the State Civil Apparatus, Contemporary Issues and ANEKA (Nationalism Accountability Public Ethics Anti-Corruption Quality Commitment), Whole of Government, Public Services, Design Actualization, Actualization (Off Campus), Cocurricular Program.

From this description, the most basic and can affect CPNS work performance include accountability, public ethics, commitment to quality and public services. The reason is that in facilitating the basic formation of training participants, it must be related to the basic values of accountability, conflicts of interest in society, neutrality of civil servants, fairness in public services and consistent attitudes and behavior are the values expected by the community from the results of the CNS training.

Furthermore, public ethics is a code of ethics that requires ASN to provide professional services. Through the code of ethics training, it is hoped that the mindset of public officials must change. In accordance with the legislation regarding the code of ethics for civil servants in Law no. 5 of 2014 is the most powerful position at this time.

Law number 25 of 2009 concerning public services explains that public services are activities or series of activities in the context of fulfilling service needs in accordance with laws and regulations for every citizen and/or administrative services provided by public service providers. In order for public officials to be able to comply with the law, they must work according to service standards. The service standard is a benchmark used as a guideline for the implementation and a reference for evaluating service quality as an obligation and a promise to the community in providing quality, fast, easy, affordable and measurable services.

The 2018 CPNS Basic Education and Training (Latsar) uses a new, integrated curriculum. With this new curriculum, CPNS only get one chance to take part in Latsar. This change in the education and training curriculum in 2018 is different from the curriculum for the previous CPNS. If previously it was known as Pre-Service Training and

each CPNS had two opportunities, then with this new curriculum, CPNS only have one chance (Head of the State Administration Agency (LAN) Adi Suryanto, 2018).

With this new curriculum, it is hoped that it will produce employee profiles capable of realizing world-class government in accordance with the government's target in 2024. Namely ASN who are IT literate, have foreign language skills, are friendly, have a network, have an entrepreneurial spirit, and have integrity, (Setiawan Wangsaatmaja - Deputy for Human Resources for Apparatus Kemenpan & RB - <http://kanreg3.id/berita/detail/rapat-coordinate-team-agent-change-regional-office-iii-bkn>

From a forum for improving human resources such as BPSDM, quality will change the mindset, cultural patterns and patterns of action and bureaucratic ethics of CPNS in order to collaborate with various problems that occur in society. have changed, we can hope that when they enter the bureaucracy, their behavior has changed for the better. They will have good work ethics and culture, have strong national insight, understand their duties and responsibilities as ASN, uphold ethics and morale, keep working by actually working, realizing the importance of providing excellent service, etc. The birth of the behavior change is will automatically facilitate bureaucratic reform in order to improve the competence of ASN in facing the challenges of the industrial revolution 4.0. (Wahyu Eko Handayani, 2018. <http://korankaltara.com/widyaiswara-as-agent-change/>).

Of the many alumni participating in the basic CPNS training, they will contribute to the administration of government in districts/cities in accordance with their respective main duties and functions. From this background, the authors are interested in conducting research with the title: "Management of Basic Training for Civil Servant Candidates (CPNS) in Order to Improve PNS Work Performance at BPSDM West Java Province (Case Study At BKPSDM Ciamis Regency and BKPSDM Karawang Regency)"

IMPLEMENTATION METHOD

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

Determination of appropriate data collection techniques will determine the scientific truth of a study. Data collection techniques used in this study are:

1. Observation

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

2. Interview

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



3. Documentation

Documentation is one of the data collection techniques through existing written documents or records (Arifudin, 2018). Documentation comes from the word document, which means written items. In carrying out the documentation method, researchers investigate written objects, such as books, magazines, meeting minutes, and diaries. According to Moleong in (Mayasari, 2021) that the documentation method is a way of collecting information or data through testing archives and documents. Documentation strategy is also a data collection technique proposed to research subjects. This method of data collection using the documentation method is carried out to obtain data about the state of the institution (object of research), namely the existence of management of basic training management for prospective civil servants (CPNS) in order to improve the work performance of PNS at BPSDM West Java Province.

RESULTS AND DISCUSSION

1. Planning of basic training for civil servants in order to improve the work performance of civil servants

In planning training activities at BKPSDM carried out in various stages before training. The planning is the determination of policy and program objectives, human resources, and budget planning. Latsar planning is made with reference to the RPJMD and Renstra. And of course it is planned according to the submission from the OPD which is reviewed in the education and training needs analysis. This is very good in producing the right policy formula in the implementation of the latsar for CPNS. This is in line with (Abidin, 20221) defining planning is the process of determining organizational goals (company) and then presenting (articulate) clearly the strategies (programs), tactics (procedures for program implementation) and operations (actions) needed to achieve overall company goals.

In the determination of policy and program objectives at BKPSDM that the objectives of the CPNS latsar policy and program at BKPSDM are determined by referring to the training needs in accordance with the submissions of each OPD. This is in line with Sudarmanto in (Mufidah, 2020) stating the objectives of job training include: 1) Improving performance, 2) Updating skills that are in line with technological advances, 3) Competent in work, 4) Helping solve operational problems, and 5) Training has a big role in determining the effectiveness and efficiency of the organization.

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

2. Organizing basic training for civil servants in order to improve the work performance of civil servants

Basic training is organized as a whole. Starting from the head of BPSDM who ordered the head of education and training to coordinate with the head of staff procurement, in order to calculate the number of CPNS acceptance formations which then became the basis for organizing the implementation of the training. This is very good in supporting the implementation of basic training for civil servants in order to improve the work performance of civil servants.

In the mechanism of division of tasks, it is regulated based on the Decree of the Principal relating to the Organizational Structure of the training program which is

generally understood and implemented by BKPSDM. Tasks of the Organizational Structure. The division of tasks is carried out according to the duties and functions of the LATSAR participants according to the formation that the participants in their OPD have. This is in line with Simamora in (Harlie, 2010) several types of training, namely: 1) Skill training is training that is held with the aim that participants are able to master a new skill or skill related to their work. For example: management training, leadership training, and others, 2) Retraining is human resource training provided to employees to deal with growing work demands. Technology, science and an ever-evolving world force everyone to move forward and adapt, including company employees. For example: training on the use of computers for employees who have been using typewriters to create company documents, use of company work applications, etc, 3) Cross Functional Training (Cross Functional Training) is training of employees to carry out work activities in other fields other than the assigned work. This training is very useful for all employees so that they are able to understand how the company's organization works more broadly, not just dwelling on their work assignments. For example: asking the finance staff to assist the HRD staff in selecting new employees, 4) Creativity training is an HR training that contradicts the assumption that creativity is not actually a talent but a skill that can be learned. Within the company itself, there are various positions and positions that require high creativity including marketing, managers, promotions, supervisors and others, and 5) Team training, namely in a company, employees are not only required to work alone but also work as a team in a division, section and even required to be able to work in the entire team of the company's organization. This HR training is intended for a group of employees so that they can get used to working in a team, able to put themselves in a team and able to work together with other team members so that work and goals can be completed more quickly and effectively.

Organizational structure in training, curriculum and technical implementation instructions are issued and graduation certificates are issued from the Central LAN, for implementation who prepares the schedule, the supporting team, assistants are made by BPSDM West Java Province, BKPSDM is involved during classical or face-to-face implementation in the classroom. This is very good when the division of tasks must be provided with a replacement process mechanism in order to fulfill the right one.

3. Implementation of basic training for civil servants in order to improve the work performance of civil servants.

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

This is in line with (Sapta, 2018) Thus the workers faced will be able to work smoothly in accordance with the correct procedures, namely as follows: 1) Knowledge is the result of the process of human effort. In this event the knower (subject) has in itself the known (object) so actively that the knower composes the known in itself in active unity. So with sufficient knowledge will help the work done quickly and with good results, 2) Thinking ability is a reflective, critical and creative reasoning activity oriented to an



intellectual process that involves concept formation (conceptualizing), application, analysis, assessing information collected (synthesis) or generated through observation, experience, reflection, communication as a basis for a belief (belief) and action, 3) Attitude is an evaluative statement, either favorable or unfavorable towards objects, individuals, or events. It reflects how a person feels about something, and 4) Skill is a skill that allows a person to get a job or to be able to keep working, including personal skills, interpersonal skills, attitudes, habits and behaviors. The skills possessed by an employee in carrying out their duties will affect the results obtained later.

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

4. Supervision of basic training for civil servants in order to improve the performance of civil servants

Basic training supervision is carried out daily by class observers during distance learning. Meanwhile, during the classical period, supervision was carried out by the civil servant. In Supervision Procedures and Technical Instructions, which refers to Perlan number 1 of 2021 as amended by plan number 10 of 2021. Supervision and monitoring of evaluation of latsar activities is carried out by LAN through Kolabjar, as well as by the Quality Assurance Team. In accordance with the Decree of the Head of the State Administration Number: 93/K.1/PDP.07/2021, there is evaluation monitoring, training implementation reports, post-training evaluations and Alumni Coaching. This is very good in producing improvements in carrying out the basic education process in accordance with the provisions.

This is in line with Garbutt in (Arifudin, 2020) that performance is the result of work in quality and quantity achieved by a person in carrying out his functions in accordance with the responsibilities given to him. So performance is the result of work in quality and quantity achieved by a person in carrying out his functions in accordance with the responsibilities given to him.

Organizational communication is carried out through preparatory meetings, implementation evaluations and incidental meetings if necessary which are carried out online via the Zoom application. The results of the quality assurance observations are submitted as material for reflection and evaluation of the process for the supervisor, the training process. Quality assurance is calculated in the implementation and evaluation of training for participants and organizers as well as Widyaiswara. In particular. Local Government, BKPSDM, Widyaiswara, and the Health Office. Synergy is needed to achieve a goal.

5. Barriers in the management of basic training for civil servants in order to improve the work performance of civil servants

Psychological barriers or bureaucratic culture faced by BKPSDM are generally due to the large number of participants while the time for civil servants is only one year so that there is extraordinary activity on the part of the organizers and facilitators (widyaiswara). Limited professional staff according to their field. Not yet in accordance with the reward or honor of the supervisor. The opportunity that is obtained is also still in doubt, but the printing process must be entered as well. The administrative obstacles that occur in the implementation of the CPNS Basic Training, that until now the rewards for training problems are still very low. Administrative obstacles are usually in the collection of required documents that are not in accordance with those stated in the rules or are

incomplete. So it has not been able to provide the best service on the suitability of various children's agendas.

This is not in line with (Marzolina., 2017) which suggests that: (a) Personal factors are indicated by education level, work skills, competencies, motivation, work experience and commitment, (b) Leader factors are determined by quality encouragement, guidance, and support by managers and team leaders, (c) Team factors are a quality and support from colleagues, (d) System factors are a work system and facilities provided by the organization, and (e) Contextual / situation Factors are a high level of pressure and changes in the internal and external environment.

Organizational barriers in improving the work performance of civil servants are lack of communication and incomplete physical evidence as a means of supporting assessment. Lack of coordination between city district administrators and West Java BPSDM organizers. Communication with coaches outside the Ciamis area sometimes happens, Bkpsdm Ciamis should be able to accommodate the presence of coaches outside the Ciamis area during seminar sessions, because some coaches don't know that seminars are held face-to-face.

6. Solutions in dealing with obstacles to management of CPNS basic training in order to improve PNS work performance

Intensive communication between management and widyaiswara, especially to the head of the TIM. The solution to psychological barriers, reminded, is strengthened in inculcating understanding in the training overview in improving job performance understanding and communication. In overcoming the obstacles to the shortage of learning media, namely related to socialization before implementation, careful preparation of the organizers and assessors of work performance. Submission of information through socialization and letters as well as using the head of the class. Solutions to organizational barriers. In overcoming organizational obstacles in reviewing the nearest service institutions such as health centers, police, firefighters, community institutions, the business world, mass media, etc.

This is in line with (Thoha., 2013) there are several choices including: Maybe some of them are confused about where to go; to educational institutions, to continue to higher levels such as to universities or to universities that offer postgraduate programs with master's and doctoral levels? If so, to continue to a higher level usually takes a longer time, for example one to three years or more; This means that it requires more time and energy. Some of them go to Education and Training institutions that offer training program packages which can usually be completed in a relatively shorter time, such as 2 weeks or 3 months. The second option is an option that is recommended by calculating that they will not leave work for too long, in addition, after completing the training program, they can immediately return to their place of work and apply the knowledge gained from the education and training institution with an increased level of productivity.

CONCLUSION

Management of CPNS basic training in order to improve the work performance of civil servants at BPSDM West Java Province has been carried out by setting policy and program objectives at BKPSDM that the objectives of CPNS latsar policies and programs at BKPSDM are determined by referring to training needs in accordance with submissions from each OPD. The implementation of education and training at BKPSDM has been very well implemented, in addition to providing quality training for training participants, the committee is also very concerned about the health of training participants. However, despite all the limitations, basic training management for civil servants in order to improve



the work performance of civil servants at the BPSDM of West Java Province has been carried out based on a management approach.

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