

# Implementation of Basic Training for Civil Servants in the Human Resource Development Agency

Muhammad Yamin<sup>1</sup>, Rifdan<sup>2</sup>, Sulaiman Samad<sup>3</sup>

<sup>1</sup>(Public Administration, Universitas Negeri Makassar, Indonesia)

<sup>2</sup>(Public Administration, Universitas Negeri Makassar, Indonesia)

<sup>3</sup>(Public Administration, Universitas Negeri Makassar, Indonesia)

---

## Abstract:

This research is a qualitative descriptive research. The research data were obtained from 14 informants who were selected based on the requirements to provide accurate information on the research focus. Data were collected through in-depth interviews, observation, and documentation. The validity and reliability of the data was obtained through the validation of the data by examining the credibility, transferability, dependability and confirmability for analysis using qualitative data analysis techniques.

The results of the study, found that (1) the implementation of the Basic Training for Civil Servant Candidates at the Human Resources Development Agency of South Sulawesi Province was carried out in two types, namely the Classical Method and the Blended Learning Method. In accordance with the Regulation of the State Administration Agency No. 1 of 2021, the implementation of the basic for PROSPECTIVE CIVIL SERVANTS is prioritized using the blended learning method. However, in reality, the training for CIVIL SERVANTS is generally carried out classically due to certain conditions. (2) The implementation mechanism with a different time, namely Blended Learning is longer than classical, the curriculum is also different but the Courses are the same but the implementation is different, in the implementation of the training participants are also bound by a code of behavioral attitudes, evaluations consisting of academic evaluations, behavioral attitudes, actualization and technical competence in the field of work, determination of graduation is carried out in a meeting by presenting all training stakeholders, and giving certificates of completion of training to those who pass (3) Factors supporters and obstacles to the implementation of the Basic Training of prospective civil servants. Supporting factors consist of the legal basis of Law Number 5 of 2014 concerning Civil Apparatus N, CPNS Recruitment, PP No. 11 of 2017 concerning Civil Servant Management and State Plan 1 of 2021 concerning Basic Civil Servant Training, and Decree of the Head of LAN-RI No. 309/K. 1/PDP.09/2021, dated July 8, 2021 BPSDM has been accredited B to carry out Basic Education and Training for Civil Servants. Southern Human Resources are teaching staff or Widyaiswara consisting of those who have a minimum education of S2 and half are S3. Barriers to infrastructure such as study buildings, dormitories, discussion rooms that are still lacking and the condition of old buildings that must always be maintained and rejuvenated. (4) The implementation strategy is the implementation of training, namely forming a management team, resource persons, teachers, examiners, mentors and assistants who meet the specified requirements.

**Key Word:** Human recourses; Implementation; Indonesian Civil Servant.

---

Date of Submission: 25-10-2022

Date of Acceptance: 06-11-2022

---

## I. Introduction

One form of this human resource development effort is through training. Training is a learning process to acquire and improve knowledge, skills, and attitude changes in humans, in order to carry out tasks and work better, in order to achieve the organizational goals that have been set.

Basic Training for Civil Servant Candidates Prior to 2015 was known as Pre-service Education and Training or abbreviated as Pre-service Training or simply called Prajab.

Civil Servants as the main element of human resources of the State Civil Apparatus have an important role in determining the success of governance and development. Therefore, a new pattern of Pre-service Training was held which contained discussions on Accountability, Nationalism, Public Ethics, Quality Commitment, and Anti-Corruption.

In an implementation process, the success of the program carried out by the government if its implementation is in accordance with the implementation instructions and provisions made by the program

maker which includes, among others, the method of implementation, implementing agents, target groups and program benefit impact as desired.

After undergoing several changes, the Latsar curriculum was stipulated by the Head of LAN Regulation Number 1 of 2021, where it was stated that the basic integrated training of Civil Servant Candidates was expected to produce professional and characterized civil servants in carrying out their duties and positions as implementers of public policies, public servants, adhesives and unifier of the nation. To achieve this goal, the Civil Service Candidate basic training Curriculum has been made in such a way that it includes several aspects, namely: defending the country, basic values

Based on the author's observations, in the Human Resources Development Agency of South Sulawesi Province, not all Human Resources, both as organizers and teachers or widyaiswara, have not all had teaching standards or certificates in accordance with the effective eyes of basic training for civil servant candidates.

In 2021 the number of Widyaiswara at the Human Resources Development Agency of South Sulawesi Province is 58 people, not all of them meet the requirements as basic training for civil servant candidates teachers. Of these, only 41 people met the requirements. This means that there are 17 people who have not met the requirements.

Likewise, training facilities and infrastructure are not adequate, such as classrooms, dormitory facilities, and guidance rooms and so on when compared to the intensity of the implementation of the basic training to accommodate candidate civil servants in districts/cities in South Sulawesi with a duration per force of 51 working days.

BPSDM of South Sulawesi Province in 2021 has carried out basic training Cooperation with one Ministry and 20 City Districts in South Sulawesi as many as 60 batches with a total of 3633 participants for those carried out using classical methods and blended learning as many as 15 batches with 569 participants (Source: Managerial Competency Development Field).

To see how the implementation of the CIVIL SERVANT CANDIDATES basic training conducted by the BPSDM of South Sulawesi Province, it can be seen how the methods, mechanisms, supporting and inhibiting factors, and implementation strategies are.

## **II. Literature Review**

### **II.I Human Resource Management**

Implementation cannot be separated from a management process, so we need to put forward the theory of management. Definition of Management According to G.R. Terry (2010: 16) explains that management is a distinctive process consisting of planning, organizing, mobilizing, and controlling actions to determine and achieve goals with human resources and other resources. Handoko (2009:8) defines management as the process of planning, organizing, directing, and supervising the efforts of organizational members and the use of other organizational resources in order to achieve predetermined organizational goals.

According to Marwansyah (2014:3-4) argues that human resource management can be interpreted as the utilization of human resources within the organization, which is carried out through the functions of human resource planning, recruitment and selection, human resource development, planning and career development. , providing compensation and welfare, occupational safety and health, and industrial relations.

### **Implementation**

According to Nurdin Usman, implementation is down to activity, action, action or the existence of a system mechanism; implementation is not just an activity, but also an activity that is planned to achieve the objectives of the activity (2002: 70). This opinion is also corroborated by Guntur Setiawan (2004: 39) who argues, implementation is the expansion of activities that mutually adjust the process of interaction between goals and actions to achieve them, as well as carrying out an effective network of executives, bureaucracy.

Van Meter and Van Horn in Winarno (2012:149) define implementation as actions taken by individuals or government and private groups directed at achieving the goals that have been set in previous policy decisions.

In relation to education, implementation, especially in terms of learning, is an effort to implement a set of learning innovations, both curriculum, methods, strategies, and media used in the learning process by expecting a change for the better.

### **Training**

Training is an effort to reduce or eliminate the gap between employee abilities and what the organization wants. This effort is carried out through increasing the work ability of employees by increasing knowledge and skills and changing attitudes. Sedarmayanti (2009:163) says that there is a gap between employee abilities and what the organization wants, causing the need for organizations to bridge the gap, one way is training and development.

### **Civil Servant Candidates Basic Training**

Basic training of civil servant candidates is a requirement for Civil Servant Candidates to be appointed as Civil Servants. 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 Law Number 5 of 2014 it is emphasized that every State Civil Apparatus employee has the right and opportunity to develop competence, among others through education and training, seminars, courses, and upgrading. Furthermore, it is more specifically regulated in Government Regulation Number 11 of 2017 concerning Management of the State Civil Apparatus, namely the importance of developing the State Civil Apparatus, which is carried out efficiently and effectively.

With the mandate of the Law, the supervisory agency, namely the State Administration Agency, to improve the quality of training development competencies has carried out training reforms, with changes in the pattern of implementing apparatus training, including basic CPNS training.

## **III. Research Methods**

### **Location and Type of Research**

This research was conducted at the Human Resources Development Agency of South Sulawesi Province, which is located in Makassar City. Based on the South Sulawesi Provincial Regulation Number 10 of 2016. The Human Resources Development Agency is a supporting element in the task of regional heads to carry out the preparation and implementation of specific regional policies, led by a Head who is under and responsible to the Governor through the Regional Secretary.

This type of research is phenomenology. Phenomenology is the study of knowledge that comes from awareness or the way we interpret objects and events that become a person's conscious experience (Stephen W Littlejohn 2000; 38), besides that phenomenology is the idea of social reality, social facts or social phenomena that become research problems. (Lexy J Moeloeng 2008: 8).

### **Sources of data and informants**

In relation to the Implementation of the Basic Training of the CIVIL SERVANT CANDIDATES, the research subject that became the source of the data was the Human Resources Development Agency of the Ministry of Public Works and Public Housing. South Sulawesi Province, in this case the structure of the existing line of work, includes the Head of the Human Resources Development Agency of the Ministry of Public Works and Public Housing. South Sulawesi Province, Secretary to the Head of Competency Development, Head of General and Personnel Sub-Section, Head of Sub-Division of Leadership & Pre-service Competency Development. Three Widyaiswaras as Facilitators and Advisors (coach) in the implementation of the CPNS Latsar, three alumni participants of the CIVIL SERVICES Candidate Training Center with the Classical Method, and 3 (three) participants of the CIVIL SERVANTS Training Workshop with the Blended Learning Method.

### **Focus and Focus Description**

#### **Focus**

The focus in this research is directed at 4 (four) aspects, namely;

1. The method of implementation for CIVIL SERVANTS basic training at the Human Resources Development Agency of South Sulawesi Province.
2. Mechanism of implementation of the basic training of PROSPECTIVE CIVIL SERVANTS at the BPSDM of South Sulawesi Province
3. Supporting and inhibiting factors for the implementation of the Basic Training of CIVIL SERVANTS at the Human Resources Development Agency of South Sulawesi Province
4. The strategy for implementing the CIVIL SERVANTS basic training at the BPSDM of South Sulawesi Province is well in accordance with the expected objectives.

#### **Description of Focus are:**

1. Implementation Method is a method or action that has been well planned and carefully planned in carrying out civil servants basic training at the Human Resources Development Agency of South Sulawesi Province, which consists of classical methods and blended learning methods.
2. Implementation Mechanism is a system of interrelated processes for carrying out the of the PROSPECTIVE civil servants basic training in accordance with the provisions consisting of time, curriculum, code of conduct, evaluation, determination of graduation, and giving of graduation marks.

3. The supporting and impeding factors for implementation are all factors that encourage, support, facilitate, support, and hinder the implementation of civil servants basic training in South Sulawesi Province, such as the legal basis, human resources and facilities and infrastructure.

4. Implementation strategy is a series of activities carried out by the organizers in an effort to carry out the civil servants basic training at the Human Resources Development Agency of South Sulawesi Province properly in accordance with the expected goals. Such as the strategy of forming a management team, a team of lecturers, material supervisors, a team of mentors, a team of examiners, a team of companions, preparing facilities and infrastructure, as well as a communication strategy.

#### **IV. Research Instrument**

Among them are observation guides, interview guidelines and document notes, digital camera tools, and cellphones.

Data collection and validation techniques

The techniques used in collecting data and information are

1. Interview
2. Observation
3. Documentation

To ensure the validity of primary data obtained from informants through interviews, the triangulation method is carried out, namely by comparing what is said with reality.

Data analysis technique

The data analysis technique used is an interactive model consisting of 4 (four) main components that run simultaneously and interact with each other, namely data collection (data collection), data reduction (data reduction), data presentation (data display), data verification and conclusions (data display). conclusion : drawing verifying).

Analysis and Discussion

1. Methods of Implementation of Basic Training for civil servants.,

Method is a regular way used to carry out a job so that it is achieved in accordance with what is desired. Thus it is a technique used in carrying out an activity. The selection of training methods to be used depends on the needs of the organization and the employees themselves. This is in line with what Hani Handoko (2000: 110) stated. There is no technique or method that is rated as the best.

a. Classical Method

In general, the Basic Training for civil servants at the BPSDM of South Sulawesi Province is done classically with the consideration that some areas have not budgeted for blended learning, because the supporting facilities are not adequate, for example the network in the area of origin, human resources that are not ready if it has to be done in a blended learning way.

Because in 2021 ago, in 2021, which coincided with the spread of covid-19, the implementation of the Latsar for PROSPECTIVE CIVIL SERVANTS was carried out by implementing health protocols such as participants being required to be free from Covid-19 by showing evidence of the PCR test, maintaining distance, wearing masks, and always washing. hand.

b. Blended Learning

Blended learning is an English term which consists of two words, blended and learning. Blended means a good mix or combination. Blended learning is basically a combination of the advantages of learning that is carried out face-to-face and virtually (Husamah, 2014: 11).

Based on the research findings, the blended learning method is divided into 3 stages, namely the massive open online course or MOOC, which is a platform for CIVIL SERVANT CANDIDATES developed by the State Administration Agency (LAN) which can be accessed via the mainstay link.lan.go.id, enabling prospective civil servant participants. access to learn the latsar agenda. Through the Massive Open Online Course Approach, it will give the LATSAR participants the freedom to choose CIVIL SERVANTS to determine the content they will study, according to their time and desire. The same thing was stated by Rhenald Kasali MOOC allows a

person to learn independently and can be accessed by anyone because participants can determine for themselves what will be studied and determine the study schedule according to their needs (Rhenald Kasali, 2018: 223).

The next stage is distance learning or a form of collaborative learning that is carried out through the Learning Management System and actualization in the workplace. At this stage, according to the research findings, it is done by combining synchronous and asynchronous learning between the teacher and the participants.

Mechanism of Implementation of Basic Training for Civil Servant Candidates

a. Time

In general, the time for the implementation of the CIVIL SERVANTS basic training is divided into 2, namely the time of implementation of learning related to the curriculum of character building for civil servants and the time of implementation of learning related to the curriculum for strengthening technical competence in the field of work.

Based on research findings from various sources, namely the implementation of CIVIL SERVANTS basic training with the classical method, it lasted for 511 hours of lessons. While with the blended learning system, blended learning is carried out for 647 (six hundred and forty-seven) JP or equivalent to 74 (seventy-four) working days which can be adjusted to the implementation schedule based on the training calendar days.

b. Curriculum

In accordance with Law Number 20 of 2003 concerning the National Education System Article 1 point 19, namely: "The curriculum is a set of plans and arrangements regarding the objectives, content, and learning materials as well as the methods used as guidelines for the implementation of learning activities to achieve certain educational goals".

The Curriculum for Implementation of CIVIL SERVANTS basic training Character Formation Curriculum consists of 4 agendas, namely the agenda of defending the State, the basic values of ASN, the position and role of civil servants in the Unitary State of the Republic of Indonesia and the Habituation Agenda. Meanwhile, the curriculum for strengthening the technical competence of civil servants is made and implemented for the participating institutions.

c. Complying with the Code of Conduct

The Code of Conduct is a code of conduct that includes the obligations and prohibitions for Participants while participating in the of PROSPECTIVE CIVIL SERVANTS basic training, whether carried out classically or through blended learning or distance learning.

The code of conduct is also a reflection that an ASN must be an example and have a code of ethics that distinguishes it from other professions so that from an early age it must be trained and accustomed to internalizing ASN values such as Accountability, Nationalism, Public Ethics, Quality Commitment and Anti-Corruption.

Sanctions for training participants who are proven to have violated are not carried out, but in accordance with the previously established mechanism. The mechanism is carried out in a meeting by the committee with the permission of the training organizer. And if the violation is considered serious, it must involve the staffing department of the participant's original agency.

d) Evaluation

According to Wirawan, evaluation is research to collect, analyze, and present useful information about the object of evaluation, evaluate it by comparing it with evaluation indicators and the results are used to make decisions about the object of evaluation. (Wirawan 2012:7). Likewise, Cross (in Sukardi, 2005:1) argues that "evaluation is a process that determines the conditions, where a goal has been achieved."

Evaluation in the CIVIL SERVANT CANDIDATES basic training at the Human Resources Development Agency of the Ministry of Public Works and Public Housing, South Sulawesi Province consists of evaluation of behavioral attitudes, academic evaluation, evaluation of actualization and evaluation of strengthening technical competence in the field of work.

In particular, the implementation of blended learning academic exams is carried out through MOOC independently, thus giving the impression that participants can take the exam with all the conveniences that can be done, especially such an exam model without being supervised by the organizers at the time of the exam because it is done at the LMS without any cameras. Supervise how he does the questions given, it may even be that the participant is not working or can be represented.

e. Graduation Determination

One of the mechanisms in the civil servant candidate's basic training is the determination of graduation. Based on the research findings and still referring to the 2021 State Administration Agency Regulations, namely, the determination of graduation is carried out through a meeting involving the Head of the BPSDM of South Sulawesi Province, the Sending Agency, the Organizing Team, and the Coach. Budiman (2019) also found the same thing with the title Descriptive Study of Basic Training Management of civil servant candidates Group II at P4KASN LAN Jatinangor. One of the findings is that in the final evaluation of the design and actualization it will be recapitulated with academic scores, the attitude value becomes the final score of the participants.

f. Training Certificate

All participants who have completed the entire series of training programs for prospective civil servants will be given a Training Certificate. Training certificate is a written document stating the status of Participants related to the implementation of the Training program and the achievement of the required Competencies based on the results of the final meeting to determine graduation.

3. Supporting & Inhibiting Factors for the Implementation of the CIVIL SERVANT CANDIDATES basic training

Supporting factors

The Civil Servant Candidates basic training is a program and several activities that will be in it, so there are no supporting factors in its implementation.

1) Legal basis

The main supporting factor for the Implementation of The Civil Servant Candidates basic at the Human Resources Development Agency of South Sulawesi Province is the legal basis. The legal basis is Law Number 5 of 2014 concerning State Civil Apparatus, recruitment of Candidates for Civil Servants (CPNS), Government Regulation Number 11 of 2017 concerning Management of Civil Servants and Regulation of the Head of State Administration Institutions No. 1 of 2021 concerning Basic Training of Candidates Government employees.

Another legal basis is the Decree of the Head of LAN-RI No. 309/K. 1/PDP.09/2021, dated July 8, 2021, the Prov. South Sulawesi has been accredited B to carry out CPNS Education and Training, Supervisory Leadership Training and Administrator Leadership Training with a validity period of 3 years.

Indeed, in every program that will be carried out, the main thing is that we must pay attention to the legal basis or footing that is being carried out. The same thing was also found by Losarini Sumartati<sup>1</sup>, Asih Aryani (2019), entitled "Evaluation of Basic Training of civil servant candidates of the Ministry of Religion in 2019 Using the CIPP Model". In this study, one of the conclusions, namely, the Basic Training Context of 2019 civil servant candidates at the Bandung Religious Education and Training Center cannot be separated from the legal source guidelines that serve as the basis for all the implementation of its activities, namely: legal sources published by LAN and Education and Training Center.

2) Human Resources

Currently, the Human Resources Development Agency of South Sulawesi Province is supported by as many as 140 employees. Of the 140 existing Civil Servants supported by 31 people with a third degree education, 55 people with a second degree, 41 people with a bachelor's degree and others with diplomas and high school or equivalent. Of the 31 people with Strata 3 education, 29 of them are Widyaaiswara or Lecturers.

b. Inhibiting Factors for Facilities and Infrastructure

Learning facilities and infrastructure is something that can facilitate and expedite the implementation of a business that can be in the form of objects. In this case, learning facilities and infrastructure can be equated with learning facilities. It is very likely that learning facilities and infrastructure are factors that have a big role in improving learning outcomes.

Based on the research findings, there are several conditions of facilities and infrastructure that greatly affect the implementation of the Basic Training of Prospective Civil Servants such as dormitories, classrooms, discussion seminar rooms, halls in terms of number and limited capacity and the condition of the building is old. This condition certainly greatly affects the comfort of various training stakeholders.

4. Implementation Strategy for Civil Servant Candidate Basic Training

a. Forming a Training Organizer Management Team

Based on the research findings or information from various research sources that every The Civil Servant Candidates basic at the Human Resources Development Agency of South Sulawesi Province, a Training Organizer Management Team was formed.

The basic training Management Team for prospective civil servants are people who have competence in carrying out their duties such as being able to plan, implement, monitor and evaluate the implementation of training. And has attended Management of Training (MoT) Training and is assisted by staff who have attended the Training Officer Course (TOC) so that they are capable and professional in serving all Training Stakeholders, Widyaaiswara, Teachers and training participants.

#### b. Forming a Lecturer Team

Lecturers in accordance with State Administration Agency Regulation No. 1 of 2021 are the lowest officials of primary leadership, functional expertise officers, non-State Civil Apparatus Employees or equivalent and/or have expertise/expertise to provide insight into knowledge and/or share experiences in accordance with expertise to participants in learning lecture material.

Thus, the Human Resources Development Agency for the Province of South Sulawesi often takes from officials within the province of South Sulawesi, for example, the Governor, Deputy Governor, Secretary of State, Echelon II Officials, or Officials from the City Regency, the Muspida, or from State-Owned Enterprises. State and others.

#### Forming a Material Support Team

Forming a Material Support Team is one of the strategies for organizing basic training for prospective civil servants. The instructor of this material is the teacher of the training subject to the trainees so that from the start they know who is teaching the training subject.

Based on research findings from various resource persons at the Human Resources Development Agency of South Sulawesi Province, from the number of Widyaaiswara as many as 58 (fifty eight) people, they were divided into 2 (two) support teams, namely Team A and Team B. Each team was coordinated by one each. Team Leader to manage the accompaniment and assignment.

From a total of 58 (fifty eight) there are 17 (seventeen) widyaaisawara who have not been assigned to become teachers because there are requirements that must be met previously, namely having passed the ToT, or ToF or Workshop for basic training for Civil Servant Candidates.

#### d. Forming an Advisory Team

The next strategy is to form an Advisory Team for the Basic Training of CIVIL SERVANTS at the Human Resources Development Agency of South Sulawesi Province. make an update report. Based on the Regulation of the State Administration Agency No. 1 of 2021, the Human Resources Development Agency of South Sulawesi Province was formed an Advisory Team for each g@00A9eneration called a Coach.

#### Forming a Test Team

Forming a Team of Examiners is one of the strategies also carried out in the implementation of the Basic Training for Civil Servant Candidates. Based on State Administration Agency Regulation No. 1 of 2021, examiners are State Civil Apparatus Employees or non-State Civil Apparatus Employees who have the ability to provide assessments on academic evaluations or evaluations of actualization.

Examiners must have the competence to prepare, supervise, and provide assessments on academic evaluations; provide assessments of the actualization design and implementation of the actualization. In the Human Resources Development Agency of South Sulawesi Province, the usually appointed as examiners are Widyaaiswara, structural officials, and training stakeholders such as sending agencies. To have knowledge related to the substance of the test, before testing, all examiners must attend a perception equalization workshop.

#### f. Forming a Support Team

This companion team is people appointed by the organizers who are able to provide services to all stakeholders in the training such as Teachers or Widyaaiswara, Resource Persons, and Participants.

Several things are the main task of the assistant in providing guidance to participants in classical training such as carrying out joint worship according to their respective religions, participating in morning gymnastics, participating in morning apples, afternoon apples and evening apples, monitoring the neatness of participants (hair for men, neatness and a predetermined way of dressing) and others

Meanwhile, non-classical or online learning is coordinating and communicating with participants to enter the zoom meeting room, supervising participants during learning and facilitating participants.

g. Preparing Facilities and Infrastructure

Equally important is the strategy of preparing facilities and infrastructure prior to the implementation of The Civil Servant Candidates basic at the Human Resources Development Agency of South Sulawesi Province so that the training can run as expected.

According to Nana Syaodih (2009: 49) "Learning facilities are all that is needed in the teaching and learning process both movable and immovable in order to achieve educational goals that run smoothly, regularly, effectively and efficiently"

Based on the findings of the researchers, several things were prepared before the training, such as parking cleanliness, sports places and facilities, places of worship, hall buildings, classrooms, discussion rooms, dormitories, toilets, places to eat, gardens, ceremonial grounds, electricity, water, internet network. and so on.

Communication strategy

The communication strategy is also implemented through the initiative of the Head of the Human Resources Development Agency of South Sulawesi Province. This communication strategy is mainly carried out in providing services to all training stakeholders, such as meeting the training needs of facilities and infrastructure, handling complaints during the training, such as water, cleanliness, and others.

In order for the communication strategy to work well, of course, it is hoped that the entire organizing team has good communication skills so that communication can run well as the purpose of communication itself is to convey messages from the communicator to the communicant. As stated by Effendy, (1984:6). Communication is the event of conveying human ideas.

From various discussions of the research focus, it can be concluded that some of the novelties of this research are the first is the basic training Method of CIVIL SERVANTS in accordance with REGULATION OF HEAD OF STATE ADMINISTRATIVE INSTITUTIONS No. 1 of 2021 should prioritize the implementation of blended learning, but in the Human Resources Development Agency of South Sulawesi it is generally done classically because regional conditions that do not allow blended learning to be implemented. What is meant by regional conditions and/or other conditions, among others, is that the training organization has limited support for infrastructure and/or internet network access which is stated in writing with a statement from the Head of Government Agencies and/or most of the Participants in 1 (one) batch of implementation have limitations. Support for infrastructure and/or internet network access, which is stated in writing with a statement from the official making the commitment from the participating institution.

Another novelty is in the mechanism of basic training for Civil Servant Candidates when the academic exam for participants is carried out independently without supervision through an application on the specified day or time. Participants work on evaluation questions in a place or time that is not bound as long as it does not cross the specified limit. In such a situation, without supervision, his or her exams may not be carried out by the person concerned but by someone else as long as the account used is the participant's account. This of course can give ineffective results. So that the purpose of evaluation is not achieved as evaluation is, research is to collect, analyze, and present useful information about the object of evaluation, evaluate it by comparing it with evaluation indicators and the results are used to make decisions about the object of evaluation. (Wirawan 2012:7). Likewise, Cross (in Sukardi, 2005:1) argues that "evaluation is a process that determines the conditions, where a goal has been achieved." For this reason, it is important that an evaluation system is carried out that can monitor the activities of participants during the exam, for example, carried out together and supervised by a camera.

## **V. Conclusion and Suggestions**

The implementation of the Basic Training for civil servants at the South Sulawesi Human Resources Development Agency can be concluded as follows:

1. The implementation method is generally carried out classically while according to PerIn No. 1 of 2021, it is prioritized with the blended learning method, but because the supporting facilities are not adequate, for example the network in the area of origin is inadequate, human resources or the condition of the participants, the classical is enforced if there is a statement of commitment that signed by the head of the sending agency.
2. The training mechanism has been running in accordance with regulation of head of state administrative institutions No. 1 of 2021, which consists of, time, curriculum, complying with the code of conduct, evaluation, determination of graduation, giving a graduation certificate. Especially in the provision of academic evaluations for blended learning, it is carried out through MOOC (application) without sufficient supervision so that it may not be the person concerned doing it because he can give his account to someone else.



3. Supporting and inhibiting factors. Supporting factors consist of Law Number 5 of 2014 concerning ASN, recruitment of Candidates for Civil Servants (CPNS), Government Regulation No. 11 of 2017 concerning Management of Civil Servants and **REGULATION OF HEAD OF STATE ADMINISTRATIVE INSTITUTIONS** No. 1 of 2021 concerning Basic Training for Civil Servant Candidates.

Another legal basis is the Decree of the Head of LAN-RI No. 309/K. 1/PDP.09/2021, dated July 8, 2021, the Prov. South Sulawesi has been accredited B to carry out the Education and Training of PROSPECTIVE CIVIL SERVANTS with a validity period of 3 years.

Another supporting factor is human resources who are supported by 140 civil servants consisting of 31 people with a third-level education, 55 people with diplomas and secondary school education.

The main inhibiting factor is the limited capacity such as dormitories, halls, classes, discussion rooms and others plus buildings and equipment that have been eaten by age.

4. Implementation strategy, namely the formation of a team of organizers, material supervisors, mentors, examiners, resource persons, assistants, preparing facilities and infrastructure and implementing communication strategies during the training process.

### **Suggestions**

1. The method of conducting the CIVIL SERVANTS basic training at the BPSDM of South Sulawesi Province is mostly done classically even though in accordance with the Regulation of the Head of the State Administration Agency No. 1 of 2021, it is the second option after Blended Learning. For this reason, Human Resources Development Agency South Sulawesi needs to commit together with stakeholders to prepare various resources such as human resources and resources for supporting facilities and infrastructure for training that is carried out using Blended Learning.

2. There are still many BPSDM human resources in South Sulawesi Province, including Managers, Training Course Facilitators, and Facilitators who have not met the requirements. So that in the future it is expected to meet the requirements in accordance with Regulation of Head of State Administrative Institutions No. 1 of 2021 for example Managers with Management of Trainer (MoT) certificates, Teachers or Widyaiswara with Training of Trainers (TOT) certificates or Workshops for Candidates for civil servants Training Courses, and for Companions with Training certificates Office Courses (TOC).

3. Resources for facilities and infrastructure in the Human Resources Development Agency of the Ministry of Public Works and Public Housing. South Sulawesi Province still needs to be improved, such as old buildings, lack of dormitory capacity, limited classrooms and limited capacity, especially during the pandemic period, it needs a large space to maintain distance, discussion, and coaching or mentoring rooms need to be added and other facilities.

### **References**

- [1]. Budiman Gustiana. 2019 Studi Deskriptif Pengelolaan Pelatihan Dasar CALON PEGAWAI NEGERI SIPIL Golongan II Di P4kasn Lan Jatinangor (<http://repository.upi.edu/view/year/2019.type.html>).
- [2]. Budi Winarno. 2012. Kebijakan Publik: Teori, Proses, dan Studi Kasus. Yogyakarta: CAPS.
- [3]. Effendy, Onong Uchjana. 1984. Ilmu Komunikasi Teori dan Praktek., Bandung: Rosda Karya.
- [4]. G.R Terry (2010: 16) The Management Of Human Resource Development Based On The Action, Planning, Organizing, And Controlling. Jurnal Manajemen, 10(2), pp. 129-142.
- [5]. Guntur Setiawan. 2004. Implementasi pada Birokrasi Pembangunan Jakarta: Balai Pustaka.
- [6]. Handoko, T. Hani. 2009. Manajemen. Yogyakarta: BPFE-Yogyakarta.
- [7]. Husamah. 2014 Pembelajaran Bauran (Blended Learning), (Jakarta; Prestasi Pustakarya).
- [8]. Kasali, Rhenald. (2018). The Great Shifting. Jakarta: Gramedia Pustaka Utama
- [9]. Lexy J Moeloeng, Metodologi Penelitian Kualitatif. Bandung: PT. Remaja Rosdakarya
- [10]. L. Sumartiti, Asih Sumaryani (2021). Evaluasi Pelatihan Dasar (Latsar) CALON PEGAWAI NEGERI SIPIL Kementerian Agama Tahun 2019 Dengan Model CIPP (<https://perspektif.bdkpalembang.id/index.php/perspektif/article/view/32>).
- [11]. Marwansyah. 2014. Manajemen Sumber Daya Manusia, Edisi Kedua, Alfabeta., Bandung.
- [12]. Nana Syaodih Sukmadinata. 2009. Landasan Psikologi dan Proses Pendidikan. Bandung: PT Remaja Rosdakarya.
- [13]. Sedarmayanti. 2009. Sumber Daya Manusia Dan Produktifitas Kerja. Bandung: Mandar Maju.

- [14]. Sukardi. 2005. Metodologi Penelitian Pendidikan Kompetensi dan Praktiknya. Jakarta: Bumi Aksara.
- [15]. Stephen W Littlejohn, 2000. Theories Of Human Communication. SA: Wadworth Publishing).
- [16]. Wirawan. (2012 ). Evaluasi Teori, Model, Standar, Aplikasi dan Profesi. Jakarta: Rajawali Pers.

**Regulations and Legislation**

- [17]. Undang-Undang Nomor 5 Tahun 2014 tentang Aparatur Sipil Negara
- [18]. Pemerintah No. 101 Tahun 2000 tentang Pendidikan dan Pelatihan Jabatan Aparatur Sipil Negara (Pegawai Negeri Sipil)
- [19]. Peraturan Pemerintah Nomor 11 Tahun 2017 tentang Manajemen Aparatur Sipil Negara.
- [20]. Peraturan Lembaga Administrasi Negara Republik Indonesia Nomor 8 Tahun 2019 Tentang Pelatihan Penyelenggara Pelatihan
- [21]. Peraturan Lembaga Administrasi Negara Republik Indonesia Nomor 9 Tahun 2019 Tentang Pelatihan Pengelolaan Pelatihan.
- [22]. Peraturan LAN No. 1 Tahun 2021, tentang Pelatihan Dasar Calon Pegawai Negeri Sipil

Muhammad Yamin, et. al. "Implementation of Basic Training for Civil Servants in the Human Resource Development Agency." *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*, 27(11), 2022, pp. 20-29.