

# HUMAN RESOURCES PLANNING OF CIVIL SERVANT IN SPECIAL RELIGION Of YOGYAKARTA'S GOVERNMENT 2017

75

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## ABSTRACT

Human resources planning apparatus is a system of development of human resource management. With the existence of proper planning in managing the human resources of an agency, the expectation is to achieve the goals of the organization/institution with various planned strategies. The Regional Staffing Agency (BKD) of Daerah Istimewa Yogyakarta (DIY) collaborates between national policies and regional policies, especially in staffing affairs if there is a connection with the DIY Specialties business as one of the strategies in addressing the problems between the two. In this study used a qualitative descriptive method. Collection through interviews and data analysis in the form of documents. In this study, the authors explain the human resource planning apparatus carried out by the Regional Government of DIY in 2017. The result of this research is that The Regional Staffing Agency of DIY in fulfilling needs, especially in staffing affairs has been well prepared and with a reasonably fast processor. When an organization requires new employees to complete the government organization, BKD DIY will respond and of course with consideration of employees who are good enough from the aspect of ability and qualifications of employees who are per the organization or agency need.

**Keywords:** Human Resources Planning, Human Resources Management, Civil Servant.

## ABSTRAK

Perencanaan sumber daya manusia aparatur merupakan pola pengembangan dari manajemen sumber daya manusia. Dengan adanya perencanaan yang baik dalam menata sumber daya manusia aparatur sebuah instansi maka harapannya adalah tercapainya tujuan organisasi/lembaga dengan berbagai strategi yang telah direncanakan. BKD DIY mengkolaborasikan antara kebijakan nasional dan kebijakan daerah khususnya dalam urusan kepegawaian jika ada kaitannya dengan urusan Keistimewaan DIY sebagai salah satu strategi dalam menyikapi permasalahan antar keduanya. Pada penelitian ini digunakan metode deskriptif kualitatif. Pengumpulan melalui wawancara dan analisis data berupa dokumen. Dalam penelitian ini, penulis menjelaskan lebih mendalam tentang perencanaan sumber daya manusia aparatur yang dilakukan oleh Pemerintah Daerah DIY pada tahun 2017. Hasil dari penelitian ini menemukan bahwa BKD DIY dalam mencukupi kebutuhan khususnya dalam urusan kepegawaian untuk instansi-instansi yang membutuhkan, telah dipersiapkan dengan baik dan dengan proses yang cukup cepat. Ketika suatu organisasi atau instansi membutuhkan pegawai baru untuk melengkapi organisasi ataupun instansi maka BKD DIY akan menanggapi dan tentunya dengan pertimbangan akan pegawai yang sudah cukup baik dari aspek kemampuan dan kualifikasi pegawai yang sudah sesuai dengan organisasi atau instansi butuhkan.

**Kata Kunci :** Perencanaan SDM, Manajemen SDM, Badan Kepegawaian.

The government system that always develops in a better direction is one of the demands that are still desired by society in general. Various problems that are often carried out by the government in its implementation are when all government programs or activities are not per the expectation and aspirations of the community, so that between expectations and people's desire to be different and not appropriate. The city often assumes or drops the point of view that tends to be negative towards the government which is often considered difficult, convoluted, unprofessional, setting costs tends to be high and even involved in the practices of corruption, collusion, and nepotism in governance.

The existence of the Grand Design of Bureaucratic Reform which has been established as Presidential Regulation Number 81 of 2010 has become the primary foundation for the implementation of bureaucratic reform in all ministries and institutions to local governments. Written in Presidential Regulation No. 81 of 2010, there are several issues and problems that often occur in government organizations that are not absolutely from the functions and targets, legislation in the field of state apparatus which tends to be inappropriate, problems of apparatus human resource management that have not been optimal in quality and quantity, various authorities that often occur deviations that override aspects of accountability, mindset and work culture that tend to be less effective, efficient, productive, and professional, to various public service systems that have not achieved better performance and results-oriented (outcomes). (Presidential Regulation No. 81 of 2010 concerning the Grand Design of 2010-2025 Bureaucratic Reform: 9-10).

The administration of the government certainly requires effective and efficient of human resources. To realize the effective and efficient achievement of the apparatus, it needs to be demanded to improve the quantity and quality and organize that it is in accordance with the competencies that they have. Therefore, a variety of responses and good responses will be received by the government from the community who feel the administration of the government with a good planning system for human resources. Some human resources planning problems also occur in the Provincial Government of Daerah Istimewa Yogyakarta. As it has been stipulated in Law Number 13 of 2012 concerning the Privileges of DIY. Then the government has received the authority to organize a regional autonomy system as stated in the regulation.

The regions that have problems in staffing based on a review of the DIY Strategic Plan that has been reviewed, such as allocation and distribution of employees who tend to be uneven, thus hampering the performance of employees in terms of the quality of work unit (SKPD) on

average only get  $\pm$  80% support for each employee's needs; The limitation of employees is the imbalance of employees from those who retire  $\pm$  400-500 retired employees every year ([Listianto 2017](#)). This, of course, will significantly affect the implementation of public services; The welfare of civil servants who have not been maximized; Community complaints to civil servants for their performance that has not been optimized; Work position that is not optimal; The personal information system that is still considered difficult; Organizational culture that is still lacking in employees; Development and utilization of the Employee Competency Measurement Center which is still not optimal.

This is also in line with the statement of the Deputy Governor of DIY, Sri Paduka Alam X, which revealed that there are problems that continue to grow, but human resource does not increase. He explained that (the Provincial Government of DIY) human resource must develop a strategy in managing officials within the Regional Government, DIY. From the interview, he also added that there were problems with the existence of the moratorium so that it was required to develop a strategy for placing our bureaucrats so that we could be more efficient.

By many problems described above and the statements expressed by the DIY Deputy Governor, it will be evident that the provincial government of DIY followed up on the issues that occurred in the implementation of its administration, especially in the apparatus HR planning system. From the existence of these problems, the study will discuss how the apparatus HR planning carried out by the DIY Provincial Government in 2017. Based on that previous explanation, this article will analyze how the human resources planning of government apparatus of the Daerah Istimewa Yogyakarta province 2017.

#### **LITERATUR REVIEW**

In the journal of the Apparatus Management of Human Resource of bureaucratic reform, especially in HR apparatus can be achieved based on optimal and sustainable human resource especially in governance ([Ashari and Si 2010](#)). For bureaucratic improvement in a good management system to be realized, two approaches are used, which are internal and external approaches in its internal plan, namely by cultural approach and value planting in an organization or institution. The obvious method is to make effective policies and systems in organizations or institutions. From the two ways, the main determinants can be taken in establishing a strategy for the apparatus so that working and serving the public becomes more productive, effective and efficient.

The Regional Staffing Agency runs an essential role in the process of implementing the government system in Yogyakarta Provincial Government. This can be seen from the progress of the employee development program which is right from the holding of education and training (training) to improve the competency and knowledge of employees so that in carrying out the main tasks and functions of the employees to be better. The existence of position mutations is carried out to develop employee skills so that the implementation of services to the public becomes more effective, efficient and accountable. Job promotion is also done to improve the welfare and career development of employees so that they can be targeted by employees to work better and professionally.

Developing and utilizing state apparatus must be in several ways, namely changing their mindset by building their character to work more professionally and forming mindset, attitudes, and actions to be oriented towards productivity; there are transparent and innovative concepts, capabilities in each task completion, evident training and development, good relationships between subsystems, strong commitment to work and consistency and seriousness to work and serve the public.

Long or short-term goals in bureaucratic reform, namely by developing a work culture on its apparatus. This is accomplished by cultivating moral values and a productive work culture, which can be based on the benefits of Pancasila, religion, tradition, science, and technology and modern production values that are very much developed today. Another thing that can be done is by forming a forum or group of professional cooperation so that it becomes a forum for exchanging thoughts and knowledge of the apparatus so that it can improve performance towards a more creative, innovative, effective and efficient direction. The impact that will be received is the trust (trust) of the community towards the government.

The occurrence of bureaucratic reform of the state civil apparatus will be successful if the government and the community together build a tradition of leadership that is oriented to professional, innovative, reliable and clean performance in the apparatus. There is the management of state civil apparatus that is meritocratic in nature or an award to the device by the results of good performance consistently and continuously. Maximum supervision by the government and the community occurs on the behavior and performance of state apparatus by the rules of the norms and codes of ethics that apply so that a variety of irregularities will occur and if they happen they will be given sanctions with fair enforcement of the law. The last is to foster critical thinking in the community so that it can control and supervise the performance of the state apparatus in carrying out various government tasks for the public interest.

Also explained in the Apparatus Behavior Modification Ala Skinner: A Model of Human Resource Development (HR) Towards Bureaucratic Professionalism theory is implemented in bureaucratic reform to improve apparatus professionalism by modifying operant conditioning ([Dzakivati 2018](#)). The purpose of the modification is to create a new culture in employee performance. Skinner believes that their environment strongly influences the behavior of individual parts. In the adjustment of the action of the bureaucratic apparatus, it is directed at professionalism and improvement in governance, given the existence of bureaucratic phenomena that serve tend to be sluggish and convoluted, and the lack of professionalism is very clearly visible.

increasing the competence of the Provincial Government of DIY DIY human resources efforts were made namely education classification for job analysis by considering positions / positions according to the organization and capabilities needed by the organization / institution; The implementation of personnel administration management and maintenance of personal information based on competency, data / information for the purposes of mapping HR personnel in accordance with existing SOPs; Methods in competency measurement are needed for the benefit of apparatus HR so that employee competency is classified according to the ability to be considered in placing a position or position ([Ahdivana 2012](#)).

## THE STUDY OF THEORY

### 1. Institutional

Max Weber 1947 explained that institutions are a formal organizational system and the ideal type for all organizations. He also defines institutions as a form of organization with a hierarchy, specialized roles and high competencies possessed by officials who occupy these roles ([Sinambela \(2006\)](#)). The institutions within the organization could be used as a practical approach to control various jobs carried out by humans to achieve their work goals. Because the organization has full power and has an essential role in distributing multiple tasks to other people in the form of orders or others.

### 2. Human Resource Management

Human resource management can be defined as a strategy in the application of management functions such as planning, organizing, leading and controlling. The application of these functions in every activity or in terms of operational human resources such as in the process of recruitment, selection, training and development, placement in promotion or transfer of positions, job assessment, giving rewards or compensation, to the termination of work.

### 3. Human Resource Planning

Planning is necessarily a process of decision making from a variety of choices (alternatives) so that achieving goals requires a variety of ways that have been designed with maximum assessment and monitoring towards the desired targets ([Zaenuri 2015](#)). In this theory also explained some critical points in human resource planning which at the same time become a variable in this research, there are : Future Need Planning, Parity Planning, Recruitment and Selection Planning, Development Planning, External Factors (Policy, Politics, and Technology) and Internal Factors (Budget and Staffing Needs).

## RESULT AND DISCUSSION

### 1. Human Resources Planning for DIY's Government 1. Future Need Planning

Planning needs in future staffing are essential to do. Given the situation and conditions in the organization both in workload, service usage or possible problems that have not been known in the future, they should be considered as well as possible. So that to address these various problems needs good and mature anticipation. Predictions of needs in staffing must be made early even though they are not always formal as a form of preparation for the future. The future needs planning problems, human resource management uses an analysis system by estimating staffing needs by comparing with organizations that have carried out a similar planning process. This is done considering that future needs in staffing are one of the essential factors supporting the success of the objectives of the organization, especially in the system of governance. In the administration of government, increasing staffing needs to be done because considering human resources are actors implementing government systems. The staffing agency in implementing future planning has been regulated and strengthened with various national regulations such as PP No. 11 of 2017 concerning Management of Civil Servants, Permenpan-RB Number 39 of 2013 concerning,

Determination of Position Class in Government Institutions, BKN Head Regulation Number 21 of 2010 concerning Civil servant discipline. As for the local scope, several regulations have also been established such as the DIY Governor Regulation Number 116 of 2015 concerning Formation, Organizational Structure, Job Descriptions, and Functions as well as Technical Implementation Unit Practices at the Regional Personnel Agency, DIY Regional Regulation Number 3 of 2016 and several other regulations. The determination of the need for the number of personnel who will occupy an agency is determined based on the existing Governor Regulation. BKD in DIY Province only as the implementing body. In future planning, especially in determining the qualifications of prospective employees as the government system implementing actors, it is undoubtedly highly considered.

Planning for human resources is seen from the requirements of civil servant candidates; of course, the staffing agency cannot determine and determine individually or independently about staffing. The staffing agency has been sheltered by the Governor regulation in the affairs of staffing and cooperated with the DIY Organizational Bureau in the determination and implementation, but for policy matters, the determination of qualifications is beyond the authority of BKD's DIY. The timing of human resource planning is indeed in staffing by BKD's DIY as well as a benchmark or benchmark. The staffing agency is also based on PP No. 11 of 2017 for the period of personnel planning. Staffing needs in the future can be understood that the staffing agency does not have full authority in personnel affairs but has been strengthened in the Governor's Regulation. The staffing agency in future planning matters in collaboration with the DIY Organization Bureau in determining qualifications for civil state apparatus candidates who will work in the scope of DIY government.

## 2. Parity Planning

Parity Planning in staffing is part of the overall human resource planning system. In the process, several actions have been taken to find out whether existing human resources have fulfilled the workload of tasks that have been set by the agency or organization or vice versa. Assessment is done to see Human resources are available from the skills, abilities, skills, and potential of development that civil state apparatus has fulfilled the requirements for the needs of the organization in achieving its goals always to be balanced. By still planning the parity of human resources available, the organization or agency will know earlier about the potentials concerning employee balance so that there is harmony between organizational goals and the development of processes in them effectively and efficiently.

**Table 1. State Civil Servant Data in DIY's Government in 2017**

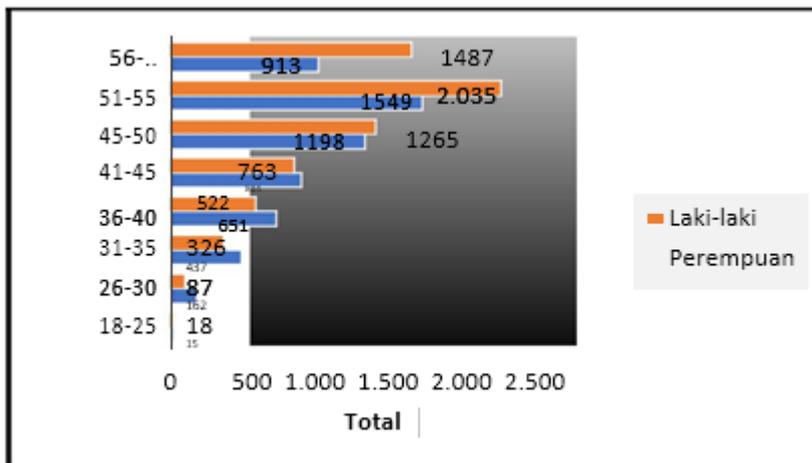
The Number of Government Institutions	Gender		Total
	Male	Female	
222 Institutions (Government, Educations, UPT, Agency, Department, etc.)	6.510	5.722	12.232

Source: SIMPEG BKDDIY2017

The Staffing Agency through the Personnel Information System Section has recorded the number of employees of the agency both from government institutions, educational institutions, shelters under the auspices, UPT, agencies and agencies in the scope of DIY government. This is done considering that in employee balance planning requires an estimate of the current number of employees.

When the staffing agency knows the total number of staff data in detail and in detail, then plans for adjusting staffing balance will be easy to analyze and follow up. Parity planning in staffing also considers and maps employee age vulnerability as a form of implementation process. Overall, the DIY Government has 12,232 employees to implement the government system in DIY. Such data can be seen as follows

**Figure 1: State Civil Servant Data of the Regional Government of DIY According to Age Agility**



(Source: SIMPEG BKD DIY, 2017)

There are data on age-susceptible PNS with male gender with a total employee total of 6,503 employees in the DIY government. The data can be detailed from the ages of 18-25 years, 18 people, ages 26-30 years, 87 people, ages 31-35 years, 326 people, ages 36-40 years, 522 people, ages 41-45, 763 people, 45-50 years old 1,265 people, aged 51-55 years, 2,035 people and at the period of 56 years there were 1,487 people. Data on age susceptibility of civil servants to female sex with a total employee total of 5,729 employees in the government. The data can be detailed from the ages of 18-25 years, 15 people, ages 26-30 years, 162 people, ages 31-35 years, 437 people, ages 36-40 years, 651 people, ages 41-45, 804 years old, 45-50 years old 1,198 people, aged 51-55 years, 1,549 people and at the period of 56 years there were 913 people.

The staffing agency as the agency that manages personnel affairs always records its annual employees in detail and thoroughly. With the SIMPEG owned by the staffing agency, the field of personnel planning in the balance planning process will know the number of employees who will retire next year, two years, five years up to the next ten years. For balance planning that relates to future needs, for example in the civil servant's candidate, The Staffing Agency system, especially the planning field based on the issues that exist in Ministry of Administrative Reform and Bureaucratic Reform. The connection is when the Ministry of Administrative Reform and Bureaucratic Reform has determined the number of employees needed to fill vacant positions in the DIY government with the appropriate amount as proposed, the DIY Bureau of Organizations will process its policies and the staffing agency will adjust and arrange the formation as the implementing.

DIY's BKD already has a Personnel Information System (SIMPEG) to record all civil state apparatus working in the Government environment. SIMPEG records thoroughly and in detail about staffing starting from employee data according to class, sex, and education in all government agencies, education, UPT, Institutions, Departments, and other agencies under the auspices of the DIY government.

### **3. Recruitment and Selection Planning**

Recruitment and selection is the process of finding prospective employees to be placed in organizations or agencies per the needs of the organization to achieve goals. This is of course highly considered, so it requires careful and intricate planning, considering that the recruitment process and selection of human resources enter the first gate to work in organizations or agencies. Social resource planning is seen from recruitment and selection indeed has designed and determined the process. Recruitment is carried out to get as many prospective employees as inventory so that the organization or agency will

have more significant opportunity to make an election for candidates who apply according to the qualifications set by the agency. The staffing agency, especially in the field of Planning, is always involved in the recruitment process. This body as the executor of the recruitment of candidates who are being heavily rumored by the public, namely the acceptance of Candidates for Civil Servants. The staffing agency is based on Governor Regulation Number 116 the Year 2015. When the regulation has been determined the amount for recruitment, and that number also does not meet the specified amount by the Menpan-RB, the staffing agency tried to propose the remaining amount as part of its planning.

An increasingly well-developed digitization system has facilitated the process of civil state apparatus recruitment in Yogyakarta. This has made it easier for the staffing agency as the executor of the recruitment and selection system. Where when the announcement or issue of recruitment has been issued by the Center (Kemenpan-RB), the staffing agency as the executor within the local scope can quickly prepare the implementation system. By prospective employees who apply. They can find out more quickly by accessing the relevant government official website that opens a recruitment system and can promptly prepare everything needed in the recruitment process. In the selection process, the organization carries out a series of activities related to the termination of whether the prospective employee will be accepted or rejected. Selection is made to determine the desired employee candidates according to the needs of the organization. The organization will consider the competencies and capabilities possessed by prospective employees with various types of tests given. Potential employees also think in terms of compensation and attractiveness of the organization whether it is appropriate or not with what they need in their work.

The staffing agency as the executor of the recruitment system indeed adapts to the national issue in its implementation. As is now the case in the selection or testing that has been done digitally, this indeed requires a truly mature preparation and planning – described in several regulations. Although only as a technical implementer still has constraints. The staffing agency as the staff of implementing staff selection cannot independently conduct staff selection. In the procurement of tools for selecting, a Memorandum of Understanding (MoU) has been established from the center that all acquisition of selection tools have been provided by the center and ready to be distributed to all regions. The staffing agency in the recruitment and selection planning process also stipulates staffing outside of recruitment nationally such as the candidate as a civil servant. To complete the DIY government staffing system, the staffing agency will

receive contractual staffing in 2017.

**Table 02. Data on Recruitment and Selection of 2017 (Outsourcing)**

Number of Prospective Staffs	Number of Formation	Number of Institutions
3.483 Staff candidates	245 Formations	105 Insitutions

Source: (Data is complied by author, 2018).

From the data above, it can be understood that 245 formations were formed and compiled by the staffing agency to complete the staffing system in 105 government agencies, education, and centers under the auspices of the DIY provincial government. It was also known that the formation was 3,483 prospective staffs who participated in the recruitment and selection process held.

### **1. Development Planning and Training for Civil Servant**

Staffing development and training is an activity of giving or adding knowledge in a short time and has been systematic. In the process, development, and training for staffs targets training participants to get a technical skill for specific goals in the organization. In the event of staffing, individuals or participants who are included in this matter of course in the future in the organization will be given different or higher responsibilities than other employees. So usually development is only specific to someone prepared to develop the abilities and expertise that he has. The goals or objectives of staff development are in terms of increasing the capacity of employees to anticipate changes that might occur in an organization without prior planning.

The implementation of development and training for staffs must go through systematically arranged procedures. This is because the development and training of employees requires an effective and efficient budget and planning so that the results of the event and training become useful and practical for the employees included. When an agency needs training for its employees, it must be through a procedure and a relatively long time. This is because the budget and implementation process involves quite some other parties. The collaboration carried out by the staffing agency in planning training for agencies that need training is essential. Considering that the staffing agency as the organizer will undoubtedly adjust the needs and standards desired by the training proposal institute. The staffing agency in its implementation also requires several experts in training organizers.

also vary according to training needs by the Government of the Special Province of Yogyakarta.

### **Factors Affecting in Human Resources Planning for Government's DIY**

#### **1. External factors**

External factors that influence the human resources planning, namely from policy, social, political and technological developments as determinants and supporters in it. Adjustment in the system has become one of the most influential factors in the planning of apartments in DIY. National aspirations or national policies compiled by the President for example in the form of "Nawacita" become one of the references in planning. Nationally closed systems are very influential in the preparation of the plan, especially in the aspect of human apparatus resources. The staffing agency as executor of personnel affairs will always adjust in the development of social resource planning for government officials in DIY. From the existence of a national policy made by the President and the ranks of his, Ministry will undoubtedly have an impact. The impact that occurs, in general, is that there will be changes in the affairs of authority in a structural, functional and implementing manner. From this, of course, regional institutions will follow the changes that occur and occur by the political system policies that apply.

The staffing agency in its efforts to adjust existing policies must certainly arrange the personnel or human resources of the existing apparatus to be appropriate and in line with what is nationally determined. No matter how well the planning has been prepared, when national policies (new policies) are implemented commonly, the staffing agency still has to readjust the real plan to the policy. From this, the staffing agency has a unique strategy in the planning system for officials that as enforcers in the field of civilization does not always prioritize national policies in the implementation of government affairs, especially personnel. They always try to balance regional and national systems into benchmarks for planning in staffing. National issues that are applied and the privileged aspects possessed by DIY do not favor one of them.

The next factor that affects human resource planning is the political aspect, in terms of what is meant is the political closeness between human resources and the staffing agency. Political proximity in staffing matters does not apply or does not affect the human resources system planning system by the staffing agency. The culture that leads to corruption, collusion, and nepotism at this time is very easily minimized by technological developments make it easy for the staffing agency in the planning process. From the start of planning in the future, recruitment and selection to provide other

information for the community are very easy and fast. In matters of staffing services for the city, the staffing agency is of course very dependent on the development of existing technology. All government human resources in DIY have been able to adapt to current technology to maximize service to the community.

The involvement of technological developments greatly helps the government system in DIY, especially in the field of staff. Government officials in DIY are required to be able and understand in the application of technology as part of the work every day, especially in service to the community. When technology is ready to be utilized by government agencies and contribute better in matters of service to the city, the community integrity of the state civil apparatus will be better and eliminate the corruption, collusion, and nepotism cultures that often defame the civil servants.

## **2. Internal factors**

In internal factors, human resource planning apparatus can be measured through the organization's need for human resources and budget. The staffing agency in planning human resources apparatus seen from their needs is indeed very prepared. This is done to meet the needs of staffing in DIY outside the implementation of civil servants candidate conducted. The staffing agency organizes two types of provision or implementation path in human resource planning in the DIY Government Environment. The first is civil servants agency and contract employee recruitment.

Provision of staffing needs in the DIY government has been prepared and planned accordingly. When an agency requires employees but from civil servants candidate is insufficient or still requires employees outside of this, the staffing agency has developed it. Contract lines are carried out to fulfill the human resources in an agency when they need Human Resource suddenly or in a short time. A year and will continue to be extended when agencies or organizations still need their performance in achieving the goals of the organization or agency. In government affairs, the budget becomes a significant thing in the process of implementation. The budget is prepared and planned to meet various enforcement needs both in short to the long term of an organization or agency. Human resource planning with the budget will be related to each other. The budget will become a standard of service affairs and become the benchmark of agencies in determining agency needs in their use and expenditure. As supporting material for research, the researchers took data from 2017 in The Staffing Government Agency Performance Report as follows.

**Table 03: Direct Budget and Realization of Expenditures Target on 2017**

No	Sasaran	Indikator Kinerja	Target	Realisasi	% Realisasi	Target	Realisasi	% Realisasi
1	2		3	4	5	6	7	8
1.	Meningkatnya pemenuhan kebutuhan dengan kompetensi aparatur	Persentase kualitas manajemen sumber daya aparatur	80,96	80,88	99,90	15.208.390.400	12.605.255.995	82,88
<b>Jumlah</b>			<b>80,96</b>	<b>80,88</b>	<b>99,90</b>	<b>15.208.390.400</b>	<b>12.605.255.995</b>	<b>82,88</b>
<b>Total Belanja Langsung</b>			<b>80,96</b>	<b>80,88</b>	<b>99,90</b>	<b>15.208.390.400</b>	<b>12.605.255.995</b>	<b>82,88</b>

Source: DPPA BKD of 2017.

From the above data, it can be understood that the staffing agency in 2017 amounting to IDR 12,605,255,995 has been used for direct shopping needs in the government especially on the staffing agency.

**Table 04: Budget and Direct Spending Realization Program on 2017**

No	Program	Anggaran*			Keterangan
		Target	Realisasi	% Deviasi	
1	2	3	4	5	6
1.	Program Pembinaan dan Pengembangan Aparatur	9.800.611.900	7.951.980.444	18,86	Adanya kebijakan moratorium dari pemerintah pusat
2.	Program Peningkatan Kapasitas Sumber Daya Aparatur Pemda	5.407.778.500	4.653.275.551	13,95	Adanya penundaan pengiriman PNS ijin belajar S1 dikarenakan terkendala kebijakan dari Dikti.
<b>Jumlah</b>		<b>15.208.390.400</b>	<b>12.605.255.995</b>	<b>32,81</b>	
<b>Total Belanja Langsung</b>		<b>15.208.390.400</b>	<b>12.605.255.995</b>	<b>32,81</b>	

Source: DPPA BKD of 2017.

of less than 100% indicates that the funds provided for the achievement of development goals in 2017 are sufficient.

## CONCLUSION

In the conclusion of this study, there are two main discussion topics which are variable in explaining and describing the predetermined problem formulation. The variables are the DIY Government Apparatus human resource planning and any factors that influence internally and externally in social resource planning carried out by the staffing agency in the implementation process. In the future HR planning needs, the staffing agency does not have full authority in personnel affairs but has been strengthened in the Governor's Regulation, and this has been quite good. The staffing agency in future planning matters in collaboration with the DIY organization Bureau in determining qualifications for civil servants candidates who will work in the scope of DIY government.

The Staffing Agency of DIY already has a Staff Information System (SIMPEG) as part of a system that works together with employee balance planning. The system is needed to record all civil servants working in the DIY Government environment. SIMPEG documents thoroughly and in detail about staffing starting from employee data according to class, sex and education in all government agencies, education, UPT, agencies, departments, and other agencies under the auspices of the DIY government.

Recruitment and selection planning by the staffing agency still refers to national and regional regulations as an instrument of implementation. In planning the staffing agency as the technical recruitment implementer is only limited to proposing the amount needed by the local staffing which is then determined and ratified the amount to be re-processed in the regions in collaboration with the DIY Organizational Bureau for structural, functional and executor. The staffing agency as a staffing organization technically composes recruitment formations for all agencies that require new employees in the DIY Government environment.

In planning staffing development and training, the staffing agency as the organizer only organizes training to agencies that require their involvement in it and of course just for government within the scope of provincial government. In the process, the staffing agency organizes training following existing procedures with approval from the Governor. As for the procurement of experts as speakers and other elements of organizing skills, the staffing agency cooperates with several parties, such as universities or the private sector.

National policies imposed by the President and other Ministries are the reference for implementing government affairs, especially in personal issues. But of course, the staffing agency does not forget the Speciality Law owned by DIY. The staffing agency collaborates between national policies and regional policies, especially in personnel affairs if there is a connection with the issues of DIY Specialities so that it does not become an inequality between each other. About political closeness such as the alma mater's preference does not affect the planning process of the human resources by the staffing agency. Because in this case helped by technological advancements that make it easier for all in its implementation. The staffing agency does not make it special for any alumni to be part of the civil servants in the DIY Government environment as long as these human resources have good abilities and integrity following the qualifications and expertise they have, they will be needed in the government.

The staffing agency in fulfilling needs, especially in personnel affairs for agencies in need, has been well prepared and with a reasonably fast processor. When an

organization or agency requires new employees to complete the organization or agency, the staffing agency will respond and of course with consideration of employees who are good enough from the aspect of ability and qualifications of employees who are by the organization or agency need.

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