

The Implementation of Good Governance in Enhancing the Effectiveness of Civil Servant Empowerment in Pandeglang Regency

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Abstract

This research is motivated by the importance of applying good governance principles to support effective and efficient government administration, specifically regarding the empowerment of State Civil Apparatus (ASN) at the Civil Service and Human Resources Development Agency (BKPSDM) of Pandeglang Regency. ASN empowerment is a crucial factor in enhancing the quality of public services; thus, applying good governance principles is essential to ensure that every program is executed transparently, accountably, effectively, and efficiently. This study aims to analyze the application of good governance principles regarding the effectiveness and efficiency of BKPSDM in its efforts to empower ASN in Pandeglang Regency. A qualitative approach with a descriptive method was employed. Informants were selected using purposive sampling, and data were collected through observation, interviews, and documentation. The data were then analyzed using the Miles and Huberman interactive model—comprising data reduction, data display, and conclusion drawing—with validity tested through source and technique triangulation. The results indicate that the implementation of good governance at BKPSDM Pandeglang Regency has proceeded quite well through competency development programs, information transparency, and accountability in activity execution. Regarding effectiveness, empowerment programs have supported the improvement of employee competence, although not all targets have been optimally achieved. Regarding efficiency, efforts to maximize the use of budgets and facilities have been made, yet constraints remain concerning human resources, budget limitations, and the utilization of information technology. The study concludes by emphasizing the need for improved coordination, strengthened apparatus capacity, optimized digital systems, and continuous evaluation. It is recommended that BKPSDM strengthen institutional synergy and optimize internal resources to support the implementation of good governance more effectively.

Keywords: good governance, effectiveness, efficiency, ASN empowerment, BKPSDM

Introduction

Bureaucratic reform occurring in various countries, including Indonesia, is essentially a response to public demands for governance that is more transparent, accountable, and results-oriented. These demands did not arise suddenly; rather, they stem from a long history of bureaucratic sluggishness, overlapping institutional authorities, and low public trust in the performance of government officials (Wibowo & Kertati, 2022). In this context, the concept of "good governance" serves as both a normative and practical framework guiding the government to manage public resources professionally, openly, and responsibly. Recent studies confirm that the successful implementation of good governance principles at the local level depends heavily on

the consistency between regulations, institutional capacity, and the commitment of officials in carrying out their duties and functions (Suwanda & Tjenreng, 2025). This argument demonstrates that good governance cannot be viewed merely as an administrative slogan but rather as a continuous process that must be sustained through ongoing evaluation, learning, and improvement at every level of government (Yusriadi, 2017).

Since the implementation of regional autonomy policies through various legislative acts, local governments have gained broader authority to manage their own affairs, including the management of personnel resources (Ristanti & Handoyo, 2017). This shift of authority from the central government to local governments has significant implications for how local governments formulate policies, deliver public services, and build institutions at the local level. Research by Radiansyah (2025) indicates that strengthening regional autonomy through the implementation of good governance plays a crucial role in driving government efficiency, accelerating development processes, stimulating local innovation, and enhancing public participation in decision-making processes. Consequently, the decentralization of authority—if unaccompanied by the strengthening of good governance—carries the potential to give rise to various new issues, such as budgetary inefficiencies, program overlaps, and weak performance accountability among local government agencies (Muin, 2014). A crucial dimension of local governance that frequently draws public attention is the management of personnel resources, specifically the State Civil Apparatus (ASN). The ASN plays a strategic role, serving both as an implementer of public policy and as the frontline in delivering services to the community (Saleh et al., 2013). The quality of ASN performance directly impacts the government's public image, as citizens interact with the bureaucracy through the services provided by personnel in the field. Therefore, capacity building, career development, and the empowerment of the ASN are agendas inseparable from efforts to achieve good governance (Ayuningtyas, 2022). A study by Kadarisman (2018) on civil servant career development within city governments demonstrates that a career development system characterized by fairness, transparency, and a competency-based approach contributes significantly to enhancing employee motivation and productivity. These findings reinforce the argument that the empowerment of the civil apparatus cannot be divorced from a personnel management system grounded in the principles of meritocracy and fairness.

At the national level, the Indonesian government has implemented various policy measures to strengthen the professionalism of the State Civil Apparatus (ASN). One such measure is the enactment of Law Number 20 of 2023 concerning the State Civil Apparatus, which mandates that ASN competency development be integrated with actual work and linked across different agencies (BKN, 2025). This policy clearly signals a paradigm shift in personnel management—moving away from static administrative tasks toward a more dynamic, performance-based, and capacity-building-oriented approach to managing the state workforce. In tandem with this, the Ministry of State Apparatus Empowerment and Bureaucratic Reform has established a Bureaucratic Reform Roadmap (2020–2024). This roadmap outlines eight areas of change—including the restructuring of the state workforce, the strengthening of accountability, and the enhancement of oversight—serving as a framework for all government agencies to implement bureaucratic reform in a systematic and measurable manner (KemenpanRB, 2020). These policies demonstrate that empowering the ASN is no longer merely a technical matter; it has become a strategic national agenda that must be consistently implemented down to the local government level.

Recent data published by the National Civil Service Agency (BKN) in 2025 indicates that the total number of State Civil Apparatus personnel in Indonesia stands at approximately 5.3 million. This workforce comprises both Civil Servants (PNS) and Government Employees with

Work Agreements (PPPK), distributed across various central and regional government agencies (BKN, 2025). This figure underscores the immense responsibility borne by the state in managing its workforce to ensure optimal contributions to government performance. Without effective and efficient management, this vast human resource potential risks being underutilized; furthermore, it could become a burden on the state budget if not accompanied by commensurate improvements in productivity and work quality. This situation requires every personnel management agency—whether at the central or regional level—to design civil servant empowerment programs that are targeted, measurable, and sustainable (Arifin, 2024).

At the local government level, the primary responsibility for planning, developing, and empowering State Civil Apparatus (ASN) personnel rests with the Personnel and Human Resources Development Agency (BKPSDM). As a regional technical unit, the BKPSDM plays a strategic role in formulating personnel policies, organizing education and training, managing personnel information systems, and fostering career development to align with the needs of the local government organization. In his study on employee competency development through education and training, Fathurrochman (2017) emphasizes that the success of such programs depends heavily on the alignment between training materials, delivery methods, and the actual requirements of the employees' work. This argument is relevant for assessing the extent to which empowerment programs designed by BKPSDM agencies across various regions truly address the competency needs of the civil service, as opposed to merely meeting administrative targets without regard for the actual impact on employee performance.

Pandeglang Regency, an autonomous region in Banten Province, faces similar dynamics in its efforts to strengthen local personnel management. Characterized largely by an agrarian economy and possessing limited locally-generated revenue compared to other regions in Banten Province, Pandeglang Regency faces unique challenges in allocating budgets for civil service human resource development programs. Meanwhile, public demand for fast, transparent, and accountable public services continues to rise, driven by expanding access to information and growing public awareness of citizens' rights. This situation places the Pandeglang Regency Personnel and Human Resources Development Agency in a position where it must carefully manage limited resources while effectively and efficiently carrying out its ASN empowerment functions to ensure that the quality of public services does not decline.

Method

This study employs a qualitative approach with a descriptive method to gain an in-depth understanding and description of the phenomenon regarding the application of good governance principles to the effectiveness and efficiency of State Civil Apparatus (ASN) empowerment at the Pandeglang Regency Personnel and Human Resources Development Agency (BKPSDM). A qualitative approach was selected because the phenomenon under study is contextual in nature and requires an in-depth exploration of the informants' meanings, perceptions, and experiences— aspects that are difficult to capture through a quantitative approach (Sugiyono 2021). Data collection was conducted using three primary methods: in-depth interviews, direct observation within the BKPSDM Pandeglang work environment, and the review of documentation such as official agency data and reports. Informants were selected using purposive sampling, a technique involving the selection of individuals deemed most knowledgeable and relevant to the research focus. The informants included the BKPSDM Secretary, the Head of the Human Resources Development Division, the Head of the General Affairs Sub-division, BKPSDM staff members, and ASN personnel participating in the empowerment program. Data validity was verified through

source triangulation and technique triangulation. Source triangulation involved comparing information obtained from various informants, while technique triangulation entailed comparing the results of interviews, observations, and documentation to ensure the consistency of findings (Moleong 2017). Data analysis was performed using the Miles and Huberman interactive model, which comprises three stages: data reduction, data display, and conclusion drawing. Data reduction involved sorting and simplifying the data collected from the field; data display involved organizing the data into narrative and tabular formats for clarity; and conclusion drawing was conducted iteratively as the data evolved, ultimately leading to a credible and substantiated conclusion.

Result and Discussion

The Civil Service and Human Resources Development Agency (BKPSDM) of Pandeglang Regency plays a pivotal role as the primary driver of civil service management at the local level. In terms of organizational staffing, the agency is supported by a workforce of 48 employees. Of this total, the majority—41 individuals—hold Civil Servant (ASN) status, while the remaining seven are non-ASN personnel who support daily technical operations. This composition reflects a relatively lean staffing ratio when weighed against the workload of managing thousands of civil servants across the Pandeglang Regency administrative area.

Structurally, administrative and technical operations at BKPSDM Pandeglang are distributed through a balanced organizational framework. The structure comprises a Secretariat responsible for internal administrative coordination, organizational guidance, and the management of finances and facilities. Under the leadership of the Agency Head, core institutional duties and functions are specifically divided into three technical divisions: Personnel Transfers, Competency Development, and Civil Servant Information and Discipline. This division is designed to establish a clear hierarchical chain of command, define work responsibilities, and minimize overlapping authority between work units.

The agency's vision is "Pandeglang: Blessed, Competitive, and Prosperous"—a strategic orientation that positions the bureaucracy as a catalyst for regional development. This vision is translated into strategic institutional goals: raising competency standards, enforcing discipline, and improving the quality of civil service delivery. The roadmap for achieving these targets relies on leveraging information technology through modern personnel management systems. Simultaneously, the institution is committed to implementing internal management grounded in three key governance pillars: operational effectiveness, resource efficiency, and public accountability. Empirical evidence indicates that the implementation of the effectiveness principle within the Civil Servant (ASN) empowerment program at the Pandeglang Regency BKPSDM has yielded strong performance results. This effectiveness is measured by the extent to which activity outputs align with the organizational strategic goals established in the annual performance plan. A key indicator of success is the internalization of work discipline, fostered systematically through routine morning assemblies. These assemblies serve not merely as formalities but as instruments for tactical coordination, the dissemination of policy information, and the reinforcement of daily work commitment.

In addition to the persuasive approach of morning assemblies, discipline enforcement is bolstered by the use of electronic attendance (e-attendance) technology. This system shifts the supervisory paradigm from traditional methods—which are prone to manipulation—to a model based on precise, real-time data. Digital attendance monitoring ensures transparent documentation of employee presence, directly contributing to increased productivity during effective working

hours. Furthermore, the system links attendance directly to performance allowance calculations, thereby creating a deterrent against acts of indiscipline.

Regarding performance management, the Pandeglang Regency BKPSDM has integrated periodic monitoring of employee performance targets using the official application provided by the National Civil Service Agency (BKN). This digital platform transforms the process of setting Employee Performance Targets (SKP) from a static, annual administrative task into a dynamic evaluation of achievements based on daily or monthly work outcomes. Through this application, direct supervisors can intervene, provide feedback, and evaluate their staff's performance achievements in real-time.

The digitalization of personnel administration processes at the Pandeglang Regency BKPSDM (Personnel and Human Resources Development Agency) encompasses services ranging from personnel transfers and rank promotions to retirement processing. This transformation from a paper-based system to a digital one has successfully cut through lengthy and convoluted bureaucratic red tape. Document processing speeds have increased significantly, thereby raising the satisfaction index of civil servants (ASN) as internal service recipients. This demonstrates that the adoption of information technology is an absolute prerequisite for achieving bureaucratic effectiveness in the modern era.

Despite these achievements, the effectiveness of the digital system still faces structural technical obstacles, specifically recurring internet network disruptions. As a region with geographical challenges and limited digital infrastructure in certain areas, unstable internet connectivity often hinders access to central personnel applications. These obstacles cause delays in performance data entry and slow down the synchronization of information with the National Civil Service Agency (BKN) database. This issue underscores that the effectiveness of technology-based systems relies heavily on the reliability of the supporting infrastructure.

An evaluation of efficiency indicates that the Pandeglang Regency BKPSDM performs well in managing limited resources. Amidst tight regional fiscal constraints, the agency employs a priority-based budgeting strategy. Rather than distributing the budget evenly across all programs, funds are concentrated on strategic activities that directly impact the fulfillment of minimum service standards and mandatory competency development programs for local government personnel.

Efficiency in asset utilization is also demonstrated through the optimal use of work facilities and infrastructure. Instead of engaging in massive procurement of new items, the BKPSDM chooses to maximize the utility of existing, serviceable equipment through rigorous periodic maintenance. This policy has successfully significantly reduced regional capital expenditure. Fund allocation is prioritized to ensure that key technological infrastructure—such as local servers and operational computers—remains fully functional in support of the personnel digitalization system.

Regarding competency development, budget constraints are managed through a highly selective training needs analysis. Training programs are specifically designed to address competency gaps that are critical to the organization's current needs. This strategy prevents budgetary waste associated with sending employees to training programs irrelevant to their core duties. Every rupiah invested in human resources is ensured to yield a return in the form of improved organizational performance.

To overcome limitations on formal training quotas, the Pandeglang Regency BKPSDM has implemented a knowledge-sharing mechanism as an internal efficiency innovation. Employees who have completed official training or technical guidance at the national or provincial level are

required to mentor their colleagues through internal discussion forums. This mechanism creates a knowledge-multiplier effect without the additional cost of hiring external facilitators, thereby fostering a thriving "learning organization" culture.

Nevertheless, this challenge regarding efficiency reveals a critical weakness, particularly concerning work facilities, most of which are aging and have surpassed their useful life. Operational computer failures and limited physical archive storage often force staff to work at a slow pace. Procurement processes—subject to selective bureaucracy due to regional budget tightening—have slowed the renewal of supporting facilities, thereby risking a long-term decline in employee productivity.

The civil servant (ASN) empowerment program at the Pandeglang Regency BKPSDM—comprising technical training, technical guidance, and disciplinary coaching—has generally proceeded in a routine and structured manner. However, this research reveals that strategic development programs, such as scholarships for further education for high-performing civil servants, have not yet been realized. Regional financial constraints have forced the local government to postpone high-cost, long-term compensation programs, opting instead to allocate funds to urgent or mandatory regional expenditures.

These empirical findings regarding budget limitations for scholarships align with the theoretical analysis by Berthanilla (2019). That study asserts that regions with limited fiscal capacity tend to adopt realistic policies by relying on small-scale, tactical civil servant empowerment programs. A heavy reliance on central government transfer funds compels regions like Pandeglang Regency to settle for short-term training models while deferring large-scale competency investment programs that are essential for cultivating future leaders.

Holistically, the research findings demonstrate a strong causal link between the application of good governance principles and enhanced organizational effectiveness and efficiency. When good governance principles—such as transparency, participation, and accountability—are internalized, they directly boost the effectiveness of implementing personnel-related work programs. This clarity in governance automatically minimizes the potential for irregularities, curbs waste, and fosters high efficiency in managing limited resources, thereby enabling the ultimate goal of empowering the State Civil Apparatus (ASN) to be achieved optimally.

The acceleration of this good governance implementation is driven by three key factors. The first is the strong commitment of top leadership at BKPSDM, who consistently oversee changes in staff work behavior. The second is the availability of a reliable personnel information system—directly integrated with the central BKN system—which eliminates opportunities for illicit transactional practices. The third is the establishment of a conducive organizational work culture that prioritizes horizontal coordination across divisions and dismantles silos driven by sectoral ego.

Conversely, this acceleration faces a series of structural obstacles. Beyond regional fiscal constraints and poor internet infrastructure, a shortage of core personnel with specialized information technology skills poses a serious hurdle. The volume of digital systems requiring management far exceeds the number of competent IT specialists available. Consequently, the workload falls upon a mere handful of employees, potentially leading to burnout and compromised data accuracy.

These research findings confirm and reinforce the theoretical arguments advanced by Suwanda & Tjenreng (2025). They posit that the successful implementation of good governance at the local level hinges on inter-departmental synergy and consistent, transformative leadership. Without leadership commitment to intensive oversight and coordination, governance frameworks

risk remaining merely administrative documents on paper, failing to drive tangible changes in organizational work culture.

Furthermore, the empirical reality observed at the Pandeglang Regency BKPSDM aligns with the findings of Manik & Juwono (2024). They emphasize that the readiness of the bureaucracy's internal human resources is pivotal to the successful adoption of digital government technologies (e-government). The study concludes that while the implementation of good governance at the Pandeglang Regency BKPSDM has positively impacted the effectiveness and efficiency of civil servant (ASN) empowerment, continuous strengthening remains essential. The local government must prioritize budget improvements, cyber infrastructure upgrades, and equitable access to training and development to ensure the sustained quality of the local civil service.

Conclusion

Based on the research findings and discussion, it can be concluded that the implementation of good governance principles at the BKPSDM (Personnel and Human Resources Development Agency) of Pandeglang Regency has generally proceeded well, contributing positively to the effectiveness and efficiency of Civil Servant (ASN) empowerment. The application of the effectiveness principle falls into the "good" category—reflected in work discipline, digital performance monitoring, and periodic evaluations—although not all program targets have been fully optimized. The application of the efficiency principle falls into the "fairly good" category, with budget and work facility optimization still constrained by fiscal limitations and aging equipment. ASN empowerment has been carried out through various training and guidance programs, although scholarship plans have yet to be realized. Key supporting factors include leadership commitment and an integrated personnel information system, while primary obstacles include limitations in budget, human resources, and network infrastructure. Based on these conclusions, it is recommended that the BKPSDM of Pandeglang Regency strengthen coordination between work units, optimize budget management based on priority needs, expand competency development programs through partnerships with local training institutions, and enhance digital infrastructure readiness to better support the utilization of personnel management applications. Future research is advised to examine the implementation of good governance in personnel management agencies in other regions with similar fiscal characteristics to enrich comparative analysis and strengthen the generalizability of findings on a broader scale.

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