

Optimizing Civil Servant Planning Through Regional Potential: Insights from Buleleng Regency

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Abstract. Civil Servant (ASN) planning is the initial step of ASN management. However, this procedure has not used regional potential as a determining factor. On the other hand, a well-managed potential will impact regional income. Therefore, the optimization of competent ASN with Functional Positions that match the regional potential itself is the key. This study uses Desk-Based Research that analyzes and identifies the superior potential of the Buleleng Regency region, conducts a comparative analysis of existing ASN functional positions, and presents the mechanisms needed to obtain appropriate ASN needs. An analysis of future policies is also presented using the macro-policy analysis method. Compiling ASN needs planning based on regional potential, which can have implications for a paradigm shift from ASN as a cost centre to ASN as a potential revenue asset that supports the utilization of regional potential, which is expected to increase regional original income.

Keywords: civil servant needs planning; local potential; Buleleng regency.

1 Introduction

Civil Servant (ASN) needs planning is the starting point in the entire cycle of Civil Service Human Resource Management. The analysis processes are based on the Job Analysis and Workload Analysis methods. Furthermore, several studies on ASN needs planning state that there is a correlation between the management of civil service human resources and the agency's ability to achieve organizational goals and development targets. In proposing ASN needs, job requirements/skills/job specifications are crucial, because government agencies ideally employ someone who not only has competence but whose competence must be following the needs of the agency and the field of work that needs to be supported by these skills. However, there has been no specific study explaining that there is a significant relation between the superior potential of a region/area in a government agency and the ASN needs planning process, even though the support of professional human resources is the key to managing the potential of the region. This paradigm is also not found in regulations and laws relating to the ASN needs planning process.

In the National Civil Service Agency (BKN) Regulation Number 9 of 2022 concerning Procedures for Implementing the Preparation of ASN Needs, Article 54 states that in proposing ASN needs, government agencies must attach the geographical conditions of the region, population, area, development of regional potential, and the ratio of employee spending budget allocation. However, the regulation does not specifically describe the analysis method for developing regional potential, against the description of Functional Positions that have the competence to develop this potential. Therefore, it can be said that this has not been regulated clearly and explicitly, so further research is needed to describe the analysis results for more comprehensive regulations.

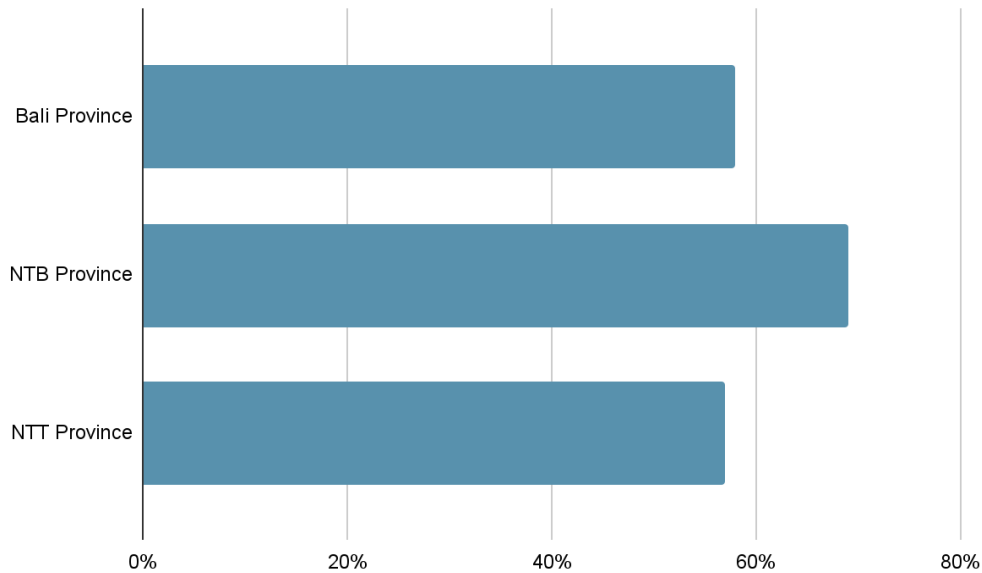


Figure 1. Distribution of ASN with Functional Positions in Bali, NTB, and NTT

Previous research showed in diagram 1, the percentage of ASN with Functional Potential and its suitability with regional potential. This data pictured three Provinces, obtained from information published by the Central Statistics Agency (BPS). Regional agencies in the NTB Province area are in the top position with 69% of suitability, then followed by regional agencies in the Bali region with 58%, while agencies in the NTT region are in the lowest position with 57%. From the data above, it can be concluded that there is still a mismatch between JF and regional potential, so an initial conclusion can be drawn that ASN needs planning does not fully support regional potential. If the relationship between regional potential and the availability of competent ASNs with Functional Positions related to that potential is described in a mechanism, the position of ASN in regional development, which is often seen as a cost center, can be repositioned to become potential revenue.

This, Buleleng Regency is one of the local governments in the working area of Regional Office X BKN which has multidimensional ecological regional potential. As stated in the Regional Development Plan (RPD) of Buleleng Regency for 2023-2026, the superior regional potential that has a significant impact on the Gross Regional Domestic Product (PDRB) is the agriculture, forestry, and fisheries sectors. With a projected regional income growth of 4% in 2026, Buleleng Regency has a fairly strong economic structure and growth in supporting its superior potential, to achieve regional income targets optimally. This potential is one of the reasons for choosing Buleleng Regency as the locus in this study, so through a pilot study with a simulation method, it is hoped that it can provide a more real picture of how the relationship between regional potential analysis, the suitability of JF in the ASN needs planning process, and the achievement of optimal regional income following government targets.

2 Literature Review

1. Planning for State Civil Apparatus (ASN) Needs

Hasibuan said that human resource planning is "planning the workforce to suit the needs of the company and be effective and efficient in helping to achieve goals"[1]. Furthermore, Mondy also stated that human resource planning is a systematic process to match the supply of internal and external employees with job vacancies that are expected to arise in the organization over a certain period[1]. Concerning Human Resources of the State Apparatus, planning and compiling needs are activities that must be carried out by Government Agencies as stated in Law Number 5 of 2014 concerning ASN. This activity not only aims to identify how many employees are needed for each position, but must also be based on an analysis of the strategic plan and vision and mission of the Government Agency. Furthermore, BKN Regulation Number 9 of 2022 concerning Procedures for Implementing the Compilation of ASN Needs, explains that the compilation of ASN needs is the determination of the number and type of ASN positions needed to carry out agency duties effectively and efficiently for a certain period of time in order to support the achievement of Government Agency goals, and is carried out based on Job Analysis and Workload Analysis.

The provisions as mentioned above state that the government establishes a policy to prioritize the needs of technical units in order to achieve strategic goals and develop the country's potential in accordance with the main objectives of each work unit. Reported from the Ministry of PANRB through the 2024 ASN Needs Planning Coordination Meeting, it was recorded that more than 90% of the 2.3 million needs submitted by the government to the Minister of PANRB and the Head of BKN were for technical personnel. This indicates the large number of government agencies' needs for Civil Service Human Resources who have special sectoral competencies. In accordance with Article 10 paragraph (1) of Government Regulation Number 11 of 2017 concerning Civil Servant Management, it states that the preparation of Civil Servant needs is carried out using electronic applications, this regulation contains the meaning that in the process of preparation, submission of proposals to determination of needs is carried out using an information system.

2. Civil Servant with Functional Position

Functional positions are roles that are not clearly stated in the organizational structure, but are very important for running the organization's operations. According to the regulations in Law Number 8 of 1974 concerning the Principles of Personnel which was revised through Law Number 43 of 1999, these types of positions may only be filled by Civil Servants (PNS) or those who have changed their status to PNS. Functional positions refer to a group of activities that involve a series of tasks and functions related to the main responsibilities and functions of functional services. Currently, the determination of functional positions is based on certain expertise or skills, and has its own autonomy, in accordance with Law Number 5 of 2014 concerning ASN. In ASN, there are two types of functional positions, namely functional positions of skills and expertise. Filling of PNS functional positions is determined based on qualifications, competencies, and work performance assessments.

Regulation of the Minister of PANRB Number 1 of 2023 concerning Functional Positions ensures that career development for Functional Positions coordinated by the Supervising Agency of each Functional Position. As ASN whose expertise and skills are recognized, Functional Officials are employees whose sectoral competence is specialized in certain sectors. Therefore, the competence of Functional Officials is the initial capital for government agencies

to be able to maximize regional development plans and support the development goals that have been set.

3. Regional Potential

Ridwan stated that regional potential is everything that is owned (Natural Resources and Human Resources) of a region, both those that have been mobilized and those that have not been mobilized that can support efforts to improve the welfare of the population in the region concerned and/or other regions [2]. Analysis of regional and regional potential is needed, considering the following reasons: 1) Regional and regional development planning cannot be carried out properly without a basic understanding of the region and region, including its potential; 2) Regional and regional development planning must be able to sort out renewable and non-renewable potential as development capital; and 3) Resources are limited in availability, so they need to be used wisely, so adequate analysis is needed to be able to manage them properly.

Based on the Circular of the Minister of Home Affairs Number: 500/1404/V/BANGDA/09, superior regional products have the following characteristics or indicators:

- 1) Owned and controlled by the region.
- 2) Having economic value.
- 3) High competitiveness
- 4) High Labor Absorption
- 5) Produced with technical feasibility (raw materials and market)
- 6) Local community talent and institutions (human resources, technology, infrastructure support, local socio-cultural conditions).

From the human capital paradigm, the utilization of resources owned by the region is a factor that drives economic growth and human development. Through human development efforts, the basic abilities and skills of the workforce including farmers, entrepreneurs, and managers are expected to increase. Those who work will be involved in the production process where it is determined by the number of job opportunities available (employment) as a result of economic development. The number of workers who carry out the production process determines the volume of Gross Domestic Product (GDP) and GRDP. The relationship between resource utilization, human development, and regional economic growth is a causal cycle and influences each other, so that it is like a main aspect that is considered in the overall human development effort [2].

4. Regional Development Profile of Buleleng Regency

To improve regional development by maximizing the use of available resources, regional government prepared a development plan in line with the National Medium-Term Development Plan (RPJMN) and the Government Work Plan (RKP). One of these documents is the Regional Development Plan (RPD) as a development plan for regions with a regional head term of office ending in 2022 or 2023 in accordance with the Instruction of the Minister of Home Affairs (Inmendagri) Number 70 of 2021 concerning the Preparation of Regional Development Planning Documents for Regions with a Regional Head Term of Office Ending in 2022. Buleleng Regency as one of the regional governments with a regional head term of office ending in 2022 or 2023, has prepared an RPD document with a time period of 2023 to 2026.

From a regional financial perspective, quoted from the Buleleng Regency Long-Term Regional Development Plan (RPJPD) for 2005-2025 as stated in the Buleleng Regency Regional Regulation Number 3 of 2013, various development resource sectors contribute to the formation of Gross Regional Domestic Product (PDRB). The sectors that initially dominated were: trade,

hotels, and restaurants (27.75%); agricultural sector (25.30%); services sector (24.45%); and manufacturing industry sector (10.44%), with growth and development from year to year. Although in 2021 the regional independence ratio of Buleleng Regency was recorded as still being in the low category (20.69% of total regional income) because the transfer ratio from the central government was much larger, PAD in 2026 is projected to grow quite positively, almost touching 4%. Of course, this requires maximum contribution from various superior sectors to contribute through the following aspects: regional tax revenue; regional levies; and other legitimate sources of regional income. If the leading regional sectors can contribute maximally, the target of increasing regional income in 2026 can be achieved according to plan.

As stated in the Buleleng Regency RPD document 2023-2026, by looking at the growth and contribution (share) of each sector in the economy, potential sectors can be identified that can be relied on to support the lives and livelihoods of the Buleleng community in the future. With this approach, the role of sectors can be classified into: 1) Very Potential Sectors; 2) Quite Potential Sectors; 3) Potential Sectors; and 4) Less Potential Sectors. In line with that, by using the location quotient (LQ) approach, the leading sectors of the region can be identified. If the LQ value of a sector is greater than 1 (one), then the sector can be categorized as a leading sector. Thus, the top 3 (three) leading sectors of Buleleng Regency are: 1) Agriculture, Forestry, and Fisheries; 2) Provision of Accommodation and Food/Drink; and 3) Wholesale and Retail Trade

3 Conceptual Framework

This research was conducted using the Desk-Based Research method and a qualitative approach. Secondary data was extracted from existing policy products and databases using the Secondary-Data Analysis (SDA) data collection method. This method uses qualitative data sourced from previous studies as analysis material. According to Bassot, Desk-Based Research is when research uses data from indirect sources without having to interact directly with stakeholders[6]. Furthermore, Mauthner et al in Ruggiano & Perry stated that the data re-analysis process can be different compared to the initial researcher who first collected the data because they can be more objective in viewing the existing data [17].

Birkland in Pradana stated that the use of secondary data in research is generally in accordance with the growth of the digital ecosystem that allows data interoperability between research actors[13]. The secondary data used are in the form of books, journal articles, proceedings articles, legal documents, and other documents related to ASN needs planning, the development profile of Buleleng Regency, regional potential in Buleleng Regency as a study locus, simulation of the flow of needs planning based on regional potential in Buleleng Regency, and policy analysis with development theories as an analytical tool. The analysis technique in this study was carried out by referring to the concept of macro policy design. This design is a form of policy that departs from the lack of previous research that analyzes how the use of Human Resources of the State Apparatus with sectoral competencies in this case ASN Functional Officials, through needs planning based on regional potential can contribute to increasing regional income with the potential for other development impacts. Then from this issue, new policy alternatives are proposed to fill the policy gap. Simply put, five elements in designing macro policies with the study policy design stated in table 1.

Table 1. Elements in Designing Public Policy

Elements	Questions on Strategic Issues
Policy Purposes	What is the purpose of a policy? Is it to reduce, solve, or prevent the problem from getting worse?
Causal Model	How do we know that if we do X it will produce Y? How do we find out?
Policy Instruments	What policy tools or instruments can be used to put in place influential policies? Do they rely on incentives, persuasion, or information? Capacity building?
Policy Targets	Whose behavior is being proposed to change? Are design choices predictive of the social construction of the target population?
Policy Implementation	How will the program be implemented? Who will lay out the implementation system? Whether and why a top-down or bottom-up design was chosen?

Source: Birkland in Pradana[13]; processed data

4 Discussion

1. Theoretical Analysis of ASN Needs Planning that Supports the Utilization of Regional Potential

From the perspective of employee HR management, Blakely in Putri stated that local economic development (LED) refers to the process by which local governments or community-based organizations seek to stimulate or develop business/economic activities and employment[14]. The basic objective of LED is to stimulate local employment opportunities in sectors that support the community by using existing resources (natural resources, human resources, and institutions). Theoretically, it is stated that there are 4 (four) strategic options that can be implemented in LED, namely: 1) the choice of location development strategy or building environmental dimensions in the area to become a conducive place for business development and economic activities; 2) the choice of business development strategy; 3) the choice of strategy related to human resources (supply side) and 4) the choice of community-based employment development strategy.

In addition, the Local Community Empowerment Theory states that empowering local communities can be the key to more optimal utilization of regional potential. In this theory, local communities are considered to be the ones who know the most about the potential in their area, so involving them in decision-making and program implementation can increase the effectiveness and utilization of regional potential. The central government gives greater authority and responsibility to local governments to manage regional potential in a better and more targeted manner. By understanding these theories, it is hoped that the utilization of regional potential can be carried out more optimally and on target. Meanwhile, based on the Local Economic Growth Theory which explains that the utilization of regional potential can trigger better local economic growth. Here, local governments have an important role in creating a

conducive environment for local economic growth by utilizing natural resources and human resources in the area.

Regional Potential-Based Needs Professional apparatus plays a crucial role in supporting the optimization of regional potential and realizing progress. This can include providing assistance in business licensing, facilitating access to funding, and identifying investment opportunities, in other words professional apparatus can empower local potential more effectively. The management of regional potential by professional apparatus has several very important reasons, including Professional apparatus has the knowledge and skills needed to manage regional resources in an efficient and effective manner. They can plan and implement strategies that can maximize the benefits of available resources and tend to have a better understanding of the principles of sustainable development.

The management of regional potential managed by suitable apparatus can help reduce conflict and inequality in society. By establishing principles of justice and fairness, they can create an environment that supports harmony and mutual growth. Suitable apparatus has the ability to collect and analyze data needed for informed decision making. This allows for more appropriate decision making based on strong evidence. The potential possessed by a person or entity can be in the form of skills, knowledge, talents, or other resources that can produce positive or productive results.

2. Analysis of Regional Potential of Buleleng Regency and Planning of ASN Functional Position Needs

1) Analysis of Regional Potential and Planning of ASN Functional Position Needs

As summarized from the Buleleng Regency RPD for 2023-2026, the region's leading sectors can be identified using the location quotient (LQ) approach with a database sourced from the PDRB contribution graph. If the LQ value of a sector is greater than 1 (one), then the sector can be categorized as a leading sector. Based on this approach, the top 3 (three) leading sectors of Buleleng Regency are: 1) Agriculture, Forestry, and Fisheries; 2) Provision of Accommodation and Food/Drink; and 3) Wholesale and Retail Trade. Not only that, when viewed from a more macro paradigm, Bali as a unit has comprehensive tourism potential. All regencies/cities in the Bali Province have tourist attractions with different dimensions. Buleleng Regency has the potential for tourist destinations that are in line with the three leading sectors based on PDRB, so based on these considerations, tourism deserves to be included as a leading potential that should be used as an object of further analysis.

Based on the Local Community Empowerment Theory, empowering local communities is the key to optimally utilizing regional potential. In this theory, local communities are considered to be the ones who know the most about the potential in their area, so involving them in decision-making and program implementation can increase the effectiveness and utilization of regional potential. Through the Local Community Empowerment Theory approach, the leading sectors of Agriculture, Forestry, and Fisheries are sectors that are directly related to the empowerment of local communities in Buleleng Regency. This is because the object of empowerment comes from natural resources that are inherent as the geographical profile of Buleleng Regency. This causes the movement and growth of this sector to mostly depend on the driving force of human resources and managerial capabilities of the district government itself, not from external leveraging factors. Meanwhile, the other two sectors, namely: Provision of Accommodation and Food/Drink; and Wholesale and Retail Trade, when identified are types of sectors that are not directly related to local empowerment. Other factors such as: regulations/policies that govern procedures; economic crisis; inflation; and other factors also have a significant influence on the

dynamics of the sector. From this background, the researcher limits the scope of the leading sectors that are considered as regional potential as research objects limited to the sectors: Agriculture, Forestry, Fisheries.

Talking about the superior potential of the region, is no different from talking about the availability of human resources who have the competence to support the superior potential. Researchers analyzed the profile of superior potential in Buleleng Regency and Human Resources of the Apparatus with the competence needed to encourage the optimization of the superior sector, as stated in Table 2.

Table 2. Map of Potential Superior Regions and ASN Functional Position

Regional Potential	Average Contribution to GRDP	Realization of Potential in Commodity Form	Human Resources of Civil Servants Required/Have Competencies that Match the Potential Excellence and the current number of stakeholders
Agriculture/ Plantation	22.57%	<ul style="list-style-type: none"> • Woods: 51,536 ton • Mango: 31,856 ton • Banana: 24,387 ton • Coconut: 13,884 ton 	<ul style="list-style-type: none"> • Agricultural Extension Officer (132 orang) • Plant Pest Control (19) • Agricultural Product Quality Supervisor (2) • Agricultural Product Market Analyst (1) • Food Security Analyst (1) • Agricultural Equipment and Machinery Supervisor (1) • Agricultural Facilities and Infrastructure Analyst (2) • Plant Seed Supervisor (0) • Plant Quarantine Analyst (0) • Plant Quarantine Inspector (0)
Farm		Pork: 8,126 ton	<ul style="list-style-type: none"> • Veterinary Medicine (14) • Livestock Seed Supervisor (1) • Veterinary Paramedic (0) • Feed Quality Supervisor (0) • Quarantine Veterinarian (0) • Animal Quarantine Paramedic (0)
Fishery		Seacatch: 16,682 ton	<ul style="list-style-type: none"> • Aquaculture Analyst (1) • Fisheries Market Results Analyst (3) • Capture Fisheries Production Manager (1) • Fishery Product Quality

Regional Potential	Average Contribution to GRDP	Realization of Potential in Commodity Form	Human Resources of Civil Servants Required/Have Competencies that Match the Potential Excellence and the current number of stakeholders
			Inspector (0) • Marine and Fishery Product Quality Assurance Officer (0) • Assistant Inspector of Fishery Product Quality (0) • Assistant for Quality Assurance of Marine and Fisheries Products (0) • Fisheries Supervisor (0) • Marine and Coastal Ecosystem Manager (0) • Fish Health Manager (0) • Fish Pest and Disease Control (0) • Fisheries Extension Officer (0) • Aquaculture Technician(0) • Fish Health Technician (0)
Tourism	N/A	<ul style="list-style-type: none"> • Religious Tourism: Pura Pulaki, Pura Melanting, Pura Kertha Kawat, dsb • Mountain/hill nature tourism: Taman Nasional Bali Barat, Bukit Kursi, Air Terjun Gitgit; Air Panas Banjar; Air Terjun Lemukih, dsb • Lake Tourism danau Tamblingan, Danau Buyan • Beach/sea tourism: Pantai Lovina, Pantai Penimbangan 	<ul style="list-style-type: none"> • Tourism and Creative Economy Director (8) • Cooperative Supervisor (4) • Community Self-Help Movers (5)

Data Source: <https://siasn.bkn.go.id> and <https://bali.bps.go.id/publication/> processed data

From the table above, the number of ASN occupying Functional Positions (JF) whose main duties and functions are related to the identified superior potentials of Buleleng Regency is identified. These ASN are a representation of the current conditions in the management of Human Resources of the State Apparatus in Buleleng Regency. If analyzed based on the 4 (four)

identified superior potentials, the superior potential of the fisheries sector is the sector supported by the least ASN with competencies related to aquaculture, fisheries, marine, and utilization of catches, namely with a total of 5 (five) ASN Functional Positions. In general, this condition cannot provide an ideal or non-ideal conclusion of the ratio, therefore further stages are needed to ensure this, namely through the Job Analysis and Workload Analysis procedures.

In line with the theory of organizational dynamics, ASN needs are managed and analyzed based on the Job Analysis and Workload Analysis methods, as mandated in the Regulation of the Minister of Administrative and Bureaucratic Reform Number 1 of 2020 concerning Guidelines for Job Analysis and Workload Analysis. In general, job analysis is a form of developing a detailed description of the tasks that must be carried out in a position, determining the relationship between one position and other existing positions, and determining the knowledge, skills, and other abilities needed by employees to perform work efficiently and effectively.

Burhanuddin stated that there are stages/processes or basic steps that must be fulfilled in order to clearly determine the quality and quantity of HR, group the data and information, then analyze it, determine several of the best alternatives from the various alternatives available, inform the selected plan to employees so that it can be realized[9]. It is stated in the ASN Law that every government agency is required to prepare the needs for the number and type of positions based on job analysis and workload analysis. As the initial process of the entire integrated ASN management process to ensure that ASN is recruited on target with the competencies needed by government agencies, needs planning plays a very important role. A series of simulation processes for needs planning based on regional potential are depicted in the following figure:

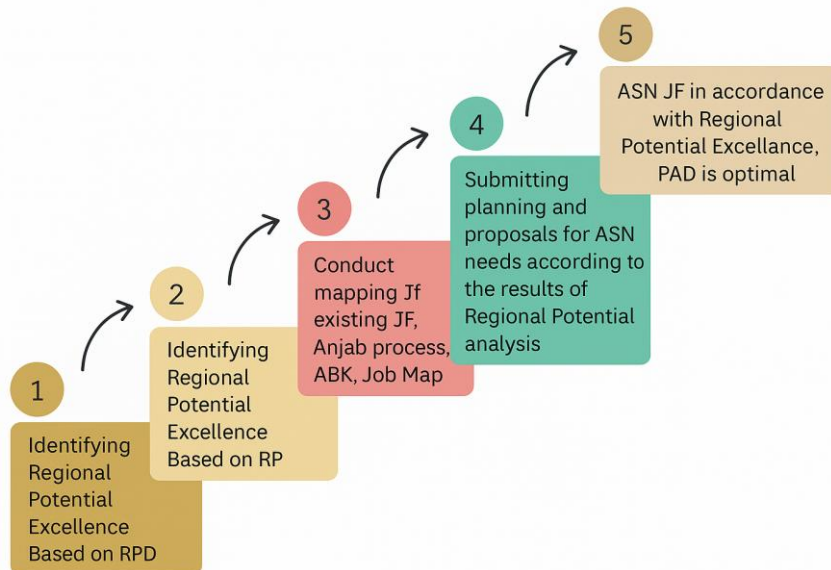


Figure 2. ASN Needs Planning Process Based on Regional Potential

2) Economic Structure of Buleleng Regency and Human Resources Support for Civil Servants

Economic growth is a process of increasing the production capacity of an economy which is manifested in the form of increased income, as an indication of the success of economic development in people's lives. One important indicator used to measure the economic development of a region in a certain period of time is the Gross Regional Domestic Product (GRDP), which is the amount of added value generated by all business units in a region. The overall GRDP is a supporting factor for regional macroeconomic growth which will ultimately have an impact on regional income. In the last 5 (five) years, the economic growth of Buleleng Regency has reached an average of 5.73% per year. This achievement is quite good because it is above the average achievement of Bali Province and National. This economic growth is supported by the growth of various sectors, with the highest contribution in the Agriculture, Forestry, and Fisheries sector, which reaches 22% of the total GRDP development of Buleleng Regency (RPD Buleleng Regency 2023-2026).

As quoted from the Buleleng Regency RPD for 2023-2026, the proportion of employee spending realization to PAD in 2021 reached 42.30%. This employee spending because of the large number of contract workers employed. This condition is not very ideal considering that according to Law Number 1 of 2022 concerning Financial Relations between the Central Government and Regional Governments, it is stated that the maximum allocation of employee spending is 30% of the APBD. Of course this is an issue considering that in the regional spending scheme, employees are still a burden on expenditure or cost center. However, this paradigm can change, if employees are no longer a "burden" for the APBD, but can be utilized to provide "benefits" or as potential revenue for the regional government, through several ASN management strategies based on regional potential.

The support of Human Resources of the State Apparatus as human capital in realizing a balanced APBD balance sheet is a new paradigm. Not only analyzing the relationship between regional potential and the ability of ASN JF in leveraging this potential through more mature ASN needs planning, but alternative management of existing HR is also an option that can be done. First, existing ASN that have been mapped can be redistributed or their positions transferred to Functional Positions to support superior regional sectors that still lack HR with special competence. Second, non-ASN personnel who are still a polemic can be mapped according to their educational qualifications and competencies. The results of this mapping are adjusted to the needs of ASN based on regional potential, so that it is hoped that PPPK recruitment will have a clear vision and goal scheme to fill regional needs for the development of its superior potential. This method will also support the government's enthusiasm in resolving the problem of non-ASN personnel in the regional government. So that the downstream of this entire mechanism is expected to have a significant impact and leverage on the regional income of Buleleng Regency.

3) Analysis of Planning Policy Design Needs Based on Regional Potential According to Macro Policy Theory

Birkland introduced a macro policy analysis approach with an in-depth assessment method for policy elements on strategic issues to be analyzed[7]. Specifically, researchers conduct analysis to provide an overview of the form of policy that can approach the needs of policies or regulations that are currently empty. How ASN Functional Officials can contribute to optimizing regional income, through planning needs based on regional potential. The analysis of this issue is presented in the following table:

Table 3. Analysis of Macro-Policy Theory

Elements	Questions on Strategic Issues	Answers to Strategic Issues
Policy Purposes	What is the purpose of the policy to be designed?	Policy on ASN needs planning based on Regional Potential is needed to provide a legal basis for the superior potential of the region as one of the determining factors in the process of Job Analysis, Workload Analysis, and Job Evaluation. This will provide legal certainty for the government's efforts to maximize the superior potential of the region through optimization of JF HR to leverage the achievement of Regional Income.
Causal Model	How do we know that if we do X it will produce Y?	Through a flow diagram with causality analysis of the intervention of regional superior potentials on PDRB and PAD, the relationship between the utilization of regional potentials on the increase/decrease in regional income can be projected. In addition, the relationship between efforts to optimize ASN JF on increasing the production of regional superior sectors can also be analyzed.
Policy Tools or Instruments	What policy tools or instruments can be used to put in place influential policies?	The policy instrument needed is a centralized regulation from central government agencies that have authority such as the Minister of PANRB and BKN, related to ASN needs planning. It is necessary to add aspects of regional potential analysis to the flow of needs planning mechanisms, so that regional government agencies have sufficient legitimacy to implement it.
Policy Targets	Whose behavior is being proposed to change? Are design choices predictive of the social construction of the target population?	Policy makers who are the target of policy changes are central government agencies in this case the Minister of PANRB and BKN as the main driving actors, regional government agencies as secondary driving actors, and the general public as tertiary driving actors who will synergistically provide a multiplier effect on optimizing the superior potential of the region.
Policy Implementation	How will the program be implemented? Who will lay out the implementation system? Whether and why a top-down or bottom-up design was chosen?	Policy design is a top-down type centralistically because the related authority lies with the central government. Policies are implemented by local government agencies.

5. Conclusions

The results of the analysis contained in the table above can provide a big picture projection for policy makers in translating it into regulatory form. Furthermore, several policies in the context of planning employee needs that support the utilization of regional potential that can be suggested include:

- 1) Determination of strategic sectors that optimize regional potential can be linked to the RPJMN and RPJMD policies of each region.
- 2) A policy needs to be made on the preparation of needs planning that supports regional potential accompanied by adequate workload and position analysis to determine the appropriate quantity and quality. This must also receive attention from institutions that provide consideration and approval of ASN formations in providing consideration and approval of formations submitted by regional agencies.
- 3) Recruitment of quality employees in the form of increased selection and testing to ensure that recruited employees have the competencies and qualities needed to optimize regional potential. In addition, this policy also includes internship and work practice programs to obtain more qualified workers.
- 4) Development of regional apparatus human resources as outlined in the policy in the form of training programs, career development, and competency certification for regional apparatus. This aims to improve the quality and ability of employees in managing regional potential. This policy can be in the form of developing an integrated and effective HR management system to facilitate HR planning and management. This system can include aspects such as performance measurement, career development, talent management, and others.
- 5) Improving employee welfare in the form of improving employee welfare, such as salary and allowance increases, as well as improving work facilities and a better work environment. This can increase employee motivation and performance, so that it can support the utilization of regional potential.
- 6) Collaboration and partnership with various parties, such as educational institutions, the private sector, and the community, to strengthen human resources of the apparatus in optimizing regional potential. This collaboration and partnership can increase access to resources and support needed to develop employee capacity.
- 7) Utilization of information technology in employee needs planning and HR management.

By compiling ASN needs planning based on regional potential, it can have implications for a paradigm shift from ASN as a cost center that becomes a budget burden to ASN as a potential revenue asset that supports the utilization of regional potential which is expected to increase regional original income. Because when regional potential is managed by competent and professional State Civil Apparatus, it can encourage the optimization of regional potential utilization to support the creation of regional progress itself.

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