

Employee Development Management Practices and Their Role in Enhancing Government Institution Work Performance: A Qualitative Study

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ABSTRACT

This research aims to reveal how the concept of employee development management implemented by BPMP DI Yogyakarta optimizes work performance during the COVID-19 pandemic. The pandemic has necessitated that all activities be conducted online, which has created some impediments to employee development, such as instability of the internet network, passive participants, and distractions in the participant environment. This qualitative study uses purposive sampling to select subjects who are knowledgeable, experienced, and understanding of the research theme. Employee development programs at BPMP DI Yogyakarta include institutional development, career development, and education and training. The program has been implemented properly and accurately through the implementation of management functions, including planning, organizing, actuating, controlling, and evaluating. The role of employee development management is illustrated by the increase in the achievement of the SAKIP value of BPMP DI Yogyakarta by 7.9 points in the 2019-2021 period. Additionally, BPMP DI Yogyakarta achieved the ZI-WBK predicate in 2020. These two achievements demonstrate that the employee development management carried out by BPMP Yogyakarta is effective and has successfully optimized employee and institutional performance during the COVID-19 pandemic.

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1. INTRODUCTION

Human resources constitute a crucial element in managerial activities for the achievement of organizational, corporate, or institutional goals. Human resources are individuals with the capacity and capability to actively contribute to the attainment of an organization's objectives (Mustopa et al., 2021). Human resource management is a series of activities involving the administration of human resources within an organization with the aim of achieving goals effectively and efficiently. In his book, Hasibuan (2019) explains that human resource management is both the science and art of organizing the relationships and roles of personnel to contribute to the realization of organizational objectives effectively and efficiently. The management of human resources consists of several functions, including planning, organizing, directing, controlling, recruiting, developing, compensating, integrating, maintaining, and terminating.

The quality of an organization is depicted by the performance of its human resources. A study mentions that the quality of human resources significantly influences performance (Prastiwi et al., 2022). Therefore, to cultivate high-quality human resources, training and competency development activities are necessary. Based on research by Dwinanda (2022), it is stated that an organization's competency development, carried out through education and training, positively affects the performance of human resources. Human resources are a crucial element in the management activities to achieve the goals of an organization, company, or institution. Employee development is one of the functions of human resource management. According to Hasibuan (2019), employee development is an effort to enhance the technical, theoretical, conceptual, and moral capabilities of employees in line with job requirements through education and training. Education improves the theoretical, conceptual, and moral skills of employees, while training aims to enhance the technical abilities for job execution. Therefore, the employee development carried out by an organization has a significant impact on improving the performance of

its human resources (Dwinanda, 2022). The improvement of individual employee performance serves as an indicator of the overall performance enhancement of an organization or institution. It's as described by one of the interviewees in this research.

In previous studies conducted by Mouchlizar & Simon (2021) and Hapsari (2021), it was explained that there are several forms of employee development programs in government institutions, including education and training, technical guidance training, and training of employee skills. According to Wardani and Permatasari's study (2022), career development, which is one form of employee development, partially has a positive and significant impact on the improvement of employee performance. If the development of such employee is organized effectively and comfortably, it will play a positive role in improving competence (Dwinanda, 2022), which is an indicator of the evaluation of work performance. In supporting the effectiveness of the implementation of employee development programs, there are at least six key components to be considered: facilities, supporting materials, training materials, instructors, timing, and training methods (Wardani, 2019).

In a study published by Suharsono (2023), it was explained that training, as one of the forms of employee development, has a positive and significant impact on the improvement of employee performance. This is reinforced by other research results carried out by Mahrizal and Rahmadaniah (2021), explaining that training has a significant impact on improving work performance for PKH escorts in Pidie district. Job performance is the result of the assessment of the work done by someone in the place where they work. According to Hasibuan (2019), work performance is determined by assessing the ratio of real work output to the standard of quality and quantity produced by each employee. The results of the assessment will then be used by the manager as a basis for determining the promotion, demission, or salary increase of an employee. There are several factors that influence a person's performance, including ability, experience, motivation, and timeliness in completing a job. According to Alhidayatullah et al. (2023), to achieve high work performance, there must be collaboration between organizations and individuals to develop motivation for the best results in completing their jobs.

A few years ago, Indonesia and all countries around the world experienced a pandemic caused by the spread of Coronavirus Disease 2019 (COVID-19). The outbreak of the virus led to some people falling ill with mild symptoms, while many others lost their lives due to the virus. On March 11, 2020, the World Health Organization announced that COVID-19 had become a global pandemic that required special attention in addressing its spread worldwide. According to the Asianparent, the spread of the virus in Indonesia continued to see a significant increase. By 2021, health experts recorded a high infection rate of the virus, reaching 97 percent. Various policies have been issued by the Indonesian government for handling the COVID-19 pandemic, and ultimately, the government has recommended that all activities be conducted online. One of them, the Ministry of Education and Culture of the Republic of Indonesia, through Circular Letter No. 36962/MPK.A/HK/2020, urged that all office and educational activities under the auspices of the Ministry of Education and Culture be conducted online through various video conferencing platforms such as Zoom Meeting, Google Meet, and others. But the implementation of the 'work from home' policy has certainly had an impact on employee performance, as explained by Setiawan and Fitrianto (2021) in their research, which found a significant impact of the 'work from home' policy on employee performance in one of the companies in Sidoarjo. This significant impact is due to the change in working patterns from previously being done in the office to now requiring all employees to work remotely, which is still unfamiliar for many employees in Indonesia.

BPMP D.I. Yogyakarta, as one of the government institutions under the auspices of the Ministry of Education and Culture of the Republic of Indonesia, has also implemented the work from home policy. All administrative office activities are carried out online, including the implementation of employee development activities such as online training sessions conducted through video conferencing platforms. According to data obtained from an interview with the Human Resources Department at BPMP D.I. Yogyakarta, the author found that in the implementation of the work from home policy and online training activities, challenges were frequently encountered, one of which was the internet network instability being used. Nevertheless, based on the assessment results of performance accountability conducted by the Ministry of Education and Culture, the results of the assessment show that the achievement of the Government Institution Performance Accountability System of BPMP D.I. Yogyakarta increased from a score of 72.28 to 80.18 between 2019 and 2021. That achievement proves that even though there were many obstacles during the COVID-19 pandemic, BPMP D.I. Yogyakarta was able to consistently improve its performance.

Based on the data, there is a research gap where, in a study conducted by Setiawan and Fitrianto (2021), it is explained that the implementation of WFH policy during the COVID-19 pandemic causes some problems such as increased work stress, irregular work, the emergence of boredom, and so on that significantly affect the performance of employee. However, the WFH policy carried out by BPMP D.I. Yogyakarta can be said to not be so negatively influenced by the performance of its employees. Although not rarely found, there are obstacles, one

of which is the instability of the Internet network used. This can be seen from the achievement of the SAKIP value, which is a representation of the performance of the officials in government institutions, where BPMP D.I. Yogyakarta during the period 2019–2021 continuously obtained an increase over the reach of such a value. It is an indication that the implementation of employee programs carried out by BPMP I Yogyakarta is running effectively and efficiently so that it can improve the performance of its employees even in pandemic times.

That research gap led researchers to conduct in-depth research on the application of employee development management at BPMP D.I. Yogyakarta, starting with planning, organizing, actuating, controlling, and evaluating. In addition, the research was carried out by researching in depth the role of employee development management in optimizing work performance. The purpose of this research is to reveal how the process of employee management development was applied by BPMP D.I. Yogyakarta and its role in the optimization of work performance during the COVID-19 pandemic.

2. METHOD

This research is carried out using qualitative research methods. The selection of qualitative methods is based on the goal of the researcher to dig deeper into information related to the research theme, namely the application of employee development management as an attempt to optimize the performance of the work of BPMP D.I. Yogyakarta. As for the technique used in the selection of the subject of the research, it is the purposive sampling technique, i.e., the selection of informants who are considered to have important information relating to the topic of this research. The informant in this research is one informant from the human resources department, and the six informants are employee from each department in BPMP D.I. Yogyakarta who meet the criteria of this research, that is, to know, experience, and understand the things related to the management of the development of employee at BPMP D.I. Yogyakarta. Here's a list of informants in this research.

The data collection methods used in this research are interviews, observations, and documentation. The research data that has been collected is then analysed through three stages: data reduction, data display, and conclusion drawing. Then, the validity of the analysed data is tested through source triangulation and method triangulation. The source triangulation applied to this research is a re-examination of the validity of one interview result with the results of other interviews from different sources. Then, method triangulation in this study was carried out by re-examining the validity of data from interviews with observations or documentation that researchers collected through documents provided directly or published on the official website of BPMP D.I. Yogyakarta.

3. RESULT AND DISCUSSION

3.1 Employee Development Management Practices at BPMP D.I. Yogyakarta

Human resource management is an awareness and recognition of the importance of the workforce in an organization as a valuable resource to achieve organizational goals. Its purpose is to ensure that human resources are utilized effectively and fairly for the benefit of individuals, the organization, and society. In practice, human resource management involves various functions and activities designed to manage the workforce in an organization (Murtafiah, 2021). According to Panji in Hidayah and Sumarno (2023), there are four basic principles that must be upheld in human resource management, namely:

- 1) Human resources are the most valuable component in organizational development. This principle emphasizes that the workforce in an organization is a highly asset and is key to achieving organizational progress.
- 2) Proper management of human resources will support the achievement of organizational goals. Managers in an organization must ensure that effective human resource management contributes optimally to the realization of the organization's vision and goals.
- 3) The culture, atmosphere, and behaviour of managers in an organization influence success. This principle highlights the importance of a manager in creating an environment and culture within the organization that promotes cooperation, good communication, and managerial behaviour that supports the achievement of organizational goals.
- 4) Human resource management essentially aims to foster collaboration among members and a supportive attitude to achieve organizational goals.

In human resource management, there are several functions, one of which is development. Development plays an important role in preparing human resources capable of effectively and efficiently completing the work assigned to them. Based on the results of the interviews, all the informants in this research agree that employee

development is an important thing for the institution to do. The goal is for the employees to understand their role so that they can complete the tasks assigned to them. In addition, employee development is also crucial to enhancing employee competencies that can affect their career development. This is the result of research conducted by [Kodja et al. \(2023\)](#) and [Syaiful et al. \(2023\)](#), which stated that the purpose of implementation of human resource development is to improve the intellectual and emotional abilities necessary in completing a job well. In his book, [Hasibuan \(2019\)](#) also explains that the goal of human resource development is to improve the technical, theoretical, conceptual, and moral abilities of employees in an institution or an organization.

The urgency of the implementation of employee development must be packed with good and correct management processes. As for the discussion on this research, it focused on the implementation of the management of employee development at BPMP D.I. Yogyakarta based on the five management functions presented by Sondang P. Siagian as quoted in [Hasibuan's book \(2019\)](#), which include planning, organizing, actuating, controlling, and evaluating.

Planning

Planning is done before all managerial activities are carried out. It aims to ensure that the entire management activity of the institution can be run more efficiently so that the success of achieving goals becomes more effective and efficient. In addition, the planning process in management also aims to minimize the percentage of failure as well as prepare other options if there are some things in the implementation that are not in line with the main plan. ([Sunyoto, 2015](#)). The development planning of the BPMP D.I. Yogyakarta employee is structured in the document Strategic Plan (Renstra). The document is drawn up for a period of five years and serves as a guideline for the institution in carrying out its tasks. The tasks of the institution contained in the document include, among them, development agendas and training of employee according to the main tasks and functions of each of the employee. The development planning of the employee included in this document is also adapted to the goals that BPMP D.I. Yogyakarta wants to realize. It is in line with the results of research carried out by [Murtafiah \(2021\)](#) and explains that employee development planning can be dealt with in the Renstra document, which contains the training programs to be implemented, for example, coaching, giving employees opportunities to continue their studies, education and training, and other development programs.

In connection with the appropriation of employee development funds, BPMP D.I. Yogyakarta is required to draw up a DIPA. DIPA, or Budget Execution Files, is a budget execution document that must be drawn up in detail by the budget users in accordance with the needs of the institution. The DIPA that has been drafted is submitted to the central government for examination and then approved by the Director General of the Treasury or the Head of the Regional Office of the Directorate-General of the Treasury on behalf of the Minister of Finance of the Republic of Indonesia.

Organizing

The organizing of the development of the employees of BPMP D.I. Yogyakarta is carried out by coordinating and determining the employees who meet certain criteria to be included in the training organized by the external entities of the BPMP, such as the Education and Training Centre of the Ministry of Education, Culture, Research, and Technology. This is because there are normally certain criteria set by the organizer from the outside, so the institution cannot have an employee indirectly take the training. In an interview with one of the informants, he explained that the Department of Personnel has an important role in selecting and involving the employee in a training activity because the department has a document containing the profile of each employee member. However, for employee development activities organized by the internal BPMP D.I. Yogyakarta, there are usually no specific criteria, so anyone or even the entire employee will be included in the development program.

As for the purpose of organizing the development of the employee, it is to make the implementation of employee development more efficient so that the employee gets the development material that suits their respective fields of work. Thus, it will also have an impact on the increased effectiveness of the work of the officials in BPMP D.I. Yogyakarta. Based on the results of research conducted by [Podungge and Aneta \(2020\)](#), it's explained that the two measurement indicators in an organization are efficient division and improved efficiency of work.

Actuating

The development of employee is one of the active roles in improving the competence of the employee at BPMP D.I. Yogyakarta. As one of the informants explained, the development of the employee is essential for the employee to understand and master the tasks assigned to him. The results of [Lathifah and Kurniawati \(2021\)](#) stated that development is one of the most effective methods for addressing employment-related problems in an organization or institution. Employee development is seen as an attempt to improve the ability of the employee to handle tasks according to their job duties. Thus, implementing the development of such employee can improve the

effectiveness and efficiency of the work of the employee and contribute positively to the improvement of the performance of the organization or institution.

In its implementation, according to [Gustiana et al. \(2022\)](#), employee development can be done in the form of informal and formal development. Informal development is a development program initiated by the employee of an institution. While formal development is the development program of employee initiated and organized by the institution, as an actor in the development of employee at BPMP D.I. Yogyakarta, this is realized in the form of an institutional development program, career development, as well as education and training of employee.

1) Institutional Development

Institutional development is a series of activities aimed at enhancing employees' competencies so that, within a specified period, they can contribute to the improvement of BPMP D.I. Yogyakarta's performance. To achieve this objective, BPMP D.I. Yogyakarta regularly conducts several institutional development programs, such as benchmarking, strengthening employee competencies, and employee coaching and development programs. Institutional development is carried out with development materials tailored to the goals targeted by BPMP D.I. Yogyakarta. For instance, in 2020, BPMP D.I. Yogyakarta was aiming to achieve the predicate of Integrity Zone Corruption-Free Area or ZI-WBK. So, the institutional development activities for that year revolved around the theme of strategies for achieving the predicate of ZI-WBK. Here is a list of some institutional development programs organized by BPMP D.I. Yogyakarta.

Table 1. List of Institutional Development Programs at BPMP D.I. Yogyakarta.

Institutional Development Programs	Number of Participants	Year of Implementation
Employee Competency Strengthening: Boosting Work Enthusiasm and Ethos	113	2019
Improvement of Competency and Employee Developments with the Theme "Sawiji Ing Greget, Sengguh Lan Ora Mingkuh"	108	2021
Benchmarking of Education Quality Assurance Toward the Predicate of WBBM at BBPPMPV BOE Malang	40	2021
Benchmarking of Education Quality Assurance and Institutional Development to Enhance Quality Toward the Predicate of WBBM at the Education Quality Assurance Center of Central Java	61	2021
Employee Competency Development with the Theme "Togetherness in a New Spirit Toward an Honest, Clean, and Service-Oriented Education Quality Assurance Center of the Special Region of Yogyakarta	105	2022

Source: [Archive Documents Accessed Through the Official BPMP D.I. Yogyakarta Website \(https://bpmptjogja.kemdikbud.go.id\)](#).

Based on the data presented in the table, which is further supported by a statement from one of the speakers who mentioned that every year, all employees of BPMP D.I. Yogyakarta are obliged to participate in institutional development programs aimed at improving the institution's performance. According to the table, it is shown that in 2021, some of BPMP D.I. Yogyakarta employees were involved in benchmarking activities at BBPPMPV BOE Malang, while others participated in a benchmarking at BPMP Central Java. This was done with the aim of emulating the success of both institutions in achieving the predicate of 'Clean and Service-Oriented Bureaucratic Area' or WBBM, which became the target of BPMP D.I. Yogyakarta after successfully achieving the predicate of ZI-WBK from the Ministry of State Apparatus Utilization and Bureaucratic Reform in 2021.



Figure 1. Implementation of Benchmarking at BBPPMPV BOE Malang (<https://bpmpjogja.kemdikbud.go.id>)



Figure 2. Implementation of Benchmarking at BPMP Central Java (<https://bpmpjogja.kemdikbud.go.id>)

2) Career Development

Career development is a part of the BPMP D.I. Yogyakarta employee development program, which has the purpose of helping employees improve their career levels through factors such as an increase in rank, an increase in wages, and so on. One of the efforts made by BPMP D.I. Yogyakarta in helping its employees develop their careers is to include and give permission to officials who have a desire to pursue education at higher levels. Based on the results of the interview, one source explained that in the period 2019 to 2021, there were at least four employees of BPMP D.I. Yogyakarta who continued their education to higher levels either using personal expenses or government expenses in the form of education scholarships. He also explained that the increasing educational background of an employee influences the career development of the employee, just as a rise in rank or a raise in salary also affects the improvement in the performance of those employees.

This is in line with the results of research conducted by [Rozi and Puspitasari \(2021\)](#), in which the research results explained that there is a significant influence between the career development of an employees and the improvement of their performance. The same results were also obtained in the study carried out by [Sitohang \(2021\)](#), which explains that simultaneously, career development has a positive and significant impact on the performance of employees.

3) Training Program

Training is one form of employee development. Training is carried out to improve the knowledge, skills, attitudes, and behaviour of employee in an institution ([Hapsari, 2021](#)). According to [Nurmala \(2023\)](#), training has an important role to play in improving the competence of the employee during technological developments in today's era. Through training, employee members can update and expand their insight and competence to carry out and complete a task entrusted to them. The statement is in line with what [Murtafiah \(2021\)](#) explained that training is essential to improving the quality of human resources in an organization. In this case, the human resource being meant is an employee in an institution. The training will provide experience and enhance the skills of the employee. It's necessary for the employees who don't have the experience and skill to do it. The implementation of training for BPMP D.I. Yogyakarta's employees is generally organized by external entities, one of which is the Education and Training Centre of Employees of the Ministry of Education and Culture. Through their participation in the training, the employee is expected to be able to develop soft skills and add knowledge to improve the effectiveness of their work. The following is a list of programs followed by BPMP D.I. Yogyakarta in the 2019–2021 period.

Table 2. List of Training Programs for BPMP D.I. Yogyakarta's Employees.

Training Program	Organizer	Number of Participants	Year of Implementation
Training in Handling and Resolving Civil Case	Education and Training Center of the Ministry of Education, Culture, Research and Technology	3	2019
Government Institution Accountability System Training Batch III	Education and Training Center of the Ministry of Education, Culture, Research and Technology	2	2019
E-Tendering and E-Purchasing Training	Education and Training Center of the Ministry of Education, Culture, Research and Technology	3	2019
Training for Functional Section of the Learning Technology Developers Batch I	Education and Training Center of the Ministry of Education, Culture, Research and Technology	3	2019
Training of Data Collection Management Batch I	Education and Training Center of the Ministry of Education, Culture, Research and Technology	3	2019
Training of Basic Level Journalism Batch 4	Education and Training Center of the Ministry of Education, Culture, Research and Technology	1	2019
Training for Functional Section of the Learning Technology Developers Batch II	Education and Training Center of the Ministry of Education, Culture, Research and Technology	2	2019
Training for Functional Section of the Learning Technology Developers Batch III	Education and Training Center of the Ministry of Education, Culture, Research and Technology	2	2019
Training of Mental Revolution for ASN Batch III	Education and Training Center of the Ministry of Education, Culture, Research and Technology	2	2019
Training in Developing Digital Teaching Materials Using Office 365 in Learning	PPPPTK Arts and Culture Yogyakarta	4	2019
Strengthening the Employee Competency of Public Relations, Protocol and Public Speaking Substance	BPMP D.I. Yogyakarta	40	2020
Strengthening the Employee Competency for Excellent Service Substance	BPMP D.I. Yogyakarta	43	2020

Strengthening the Employee Competency of PPPK and TAGANA Substance	BPMP D.I. Yogyakarta	52	2020
Production of Audio Visual Teaching Materials Training	Multi Media College MMTC Yogyakarta Education and Training	20	2021
Mental Revolution and Employee Self-Development Training	Center of the Ministry of Education, Culture, Research and Technology Education and Training	31	2021
Basic Training for PPPK	Center of the Ministry of Education, Culture, Research and Technology	25	2021

Source: [Human Resources Department's Archive Document of BPMP D.I. Yogyakarta.](#)

Based on the table, the data showed that BPMP D.I. Yogyakarta has consistently included its employees in various activities. The involvement of employee members in these programs must have a positive impact on their capacity-building. One example is the audio-visual training of learning materials organized by the Multi Media College MMTC Yogyakarta, where, according to one of the sources, the training is very important for the employee of BPMP D.I. Yogyakarta, in particular for the Widyapada Functional Section, which has the task of guiding and facilitating the educational unit in implementing online learning during the COVID-19 pandemic at the time.

Controlling

The actualization of the controlling function by BPMP D.I. Yogyakarta during the implementation of the work-from-home policy is done online through the application 'SIMPEG BPMP DIY'. Controlling through such an application is done with the employees checking their presence, which must be accompanied by a screenshot of the tasks being done as proof of the performance of tasks during the same day. At the filling of the presence, employees are also required to activate GPS as proof that they completed their tasks on the test day at their home, not elsewhere. The same applies to the employee development program, where the employee of BPMP D.I. Yogyakarta who undergo a training activity need to attach evidence of their military capacity in the training program at the time of filling the presence. This must have the aim of ensuring that the implementation of the BPMP D.I. Yogyakarta employee development program is realized properly.

This is in line with the concept of controlling in Arifin's book (2019), which states that controlling is the process of observing the implementation of the entire organization's programs to ensure that all the programs are running according to the plan. As for the results of the research carried out by [Rohman and Hidayah \(2022\)](#), it's also explained that controlling is done to make sure that the goals, goals, and tasks of the organization are running in accordance with the plans, policies, instructions, and provisions established. Controlling is done by comparing the plan with its implementation. If there is an abnormality in its implementation, it is necessary to make immediate corrections or re-adjustments to the plans that have been made by the organization.

Evaluating

Evaluating is one of the management functions that is carried out to measure and compare employees' job performance based on previously established criteria, and it also serves as a benchmark for the effectiveness of employees' work in an institution. Regarding employee development programs, evaluation aims to review the relevance and effectiveness of program implementation, allowing the assessment results to serve as a basis for improving future employee development programs ([Hasibuan, 2019](#)). BPMP D.I. Yogyakarta consistently evaluates the employee development programs it has conducted. This evaluation involves distributing questionnaires to employees who have participated in the development programs. The questionnaire includes both academic evaluations related to the program content and non-academic evaluation related to the technical aspects of implementation, such as timing, facilities, amenities, catering, and more. According to Human Resources Apparatus Department at BPMP D.I. Yogyakarta, the results of the distributed assessment questionnaires will be used as recommendations and feedback for the institution to enhance the implementation of future employee development programs.

3.2 The Impact of Employee Development Management Practices on The Optimization of BPMP D.I. Yogyakarta Job Performance

Employee development is one thing that has an important role in optimizing the performance of an employee. [Hasibuan \(2019\)](#) explains that one of the goals of development is to increase the productivity of work in terms of quality and quantity, which is one element in assessing the performance of employees in an organization or institution. Based on the results of the interviews, it was explained that the development programs given to the employee of BPMP D.I. Yogyakarta, such as institutional development, career development, and educational and training activities, yielded positive results in terms of influencing the improvement of the employee, be it emotional or technical skills. That thing then became the basis for improving the performance of the employee's work.

According to a study carried out by [Ramadoan et al. \(2022\)](#), it was explained that the success of employee development can be seen in the changes that occur in the employees who follow the program. The change is reflected in the increased ability to perform tasks and the apparent change in behaviour in the attitude, discipline, and work ethos of an employee. The result of this study is in line with the theory of the book [Hasibuan \(2019\)](#), where the ability to complete tasks, attitudes, disciplines, and ethos are included in some of the elements of the evaluation of work performance. As for the work performance assessment elements, they include loyalty, performance, honesty, discipline, creativity, cooperation, leadership, personality, initiative, competence, and responsibility. Among the elements of the assessment of work performance according to the Hasibuan theory. Here are some of the assessment elements of the work performance used as the focus of the research in this article.

Performance

Performance is an overview of the accomplishment of the duties and results of the work of an officer in accordance with the program of work of the agency that has been determined in advance. ([Kodja et al., 2023](#)). In the results of [Yuliantari and Martini's research \(2019\)](#), it's explained that the implementation of employee development has improved the performance of the employee, thus positively affecting the image of the establishment. Like the result of that research, according to the research conducted by [Suharsono \(2023\)](#), it also explained that training, which is one form of development activity, has a positive and significant impact on employee performance.

Based on the results of the interview, one of the informants explained that the staff development programmes organized by BPMP D.I. Yogyakarta yielded positive results in improving the performance of its employees. This can be seen by the increased performance of the agency that is realized in SAKIP values. Because according to him, the performance of officials is one of the elements that most influence on the rise of the decline of the institutional performance. Improved performance of staff of BPMP D.I. Yogyakarta can also be seen from the achievement of the value of the institution that is constantly experiencing increases in each year. Here is the table of achievements of SAKIP BPMP D.I. Yogyakarta values for 2019 to 2021 period.

Table 3. Result of Achievements of SAKIP BPMP D.I. Yogyakarta Value for 2019-2021 Period.

Years	SAKIP Values	Category
2019	72,28	B
2020	80,14	A
2021	80,18	A

Source: Archive Documents Accessed Through the Official BPMP D.I. Yogyakarta Website. (<https://bpmjogja.kemdikbud.go.id>)

Based on the table, the researchers concluded that, under pandemic conditions, the management of the employee development program implemented by BPMP D.I. Yogyakarta is said to be successful in improving the performance of employees as measured by the achievement of the SAKIP values. Within three years of the pandemic, BPMP D.I. Yogyakarta has been able to value 7.9 points from 72.28 to 80.18. Other successes in improving the performance of staff and institutions can be seen from the success of BPMP D.I. Yogyakarta achieving the ZI-WBK predicate in 2020, which in that year was a time of Covid-19 pandemic with a spike of significant cases of spread.

Discipline

Discipline is obedient behaviour and obedience to values that are one's responsibility. In the workplace, according to some experts quoted by [Riwukore \(2022\)](#), labor discipline refers to the developing ability of a worker to abide by decisions and rules of work, as well as to uphold values in work and behaviour, including a commitment

to obey the norms and ethics that apply in the organizational environment. One of the things that affects the level of discipline among the staff is the staff development program. Staff development can improve competence, and according to the results of research carried out by Natalia (2019), it is explained that the competence of an employee directly has a positive and significant impact on discipline. Thus, it can be said that the development of staff as an attempt to enhance the competency of a staff member indirectly influences the increase in the degree of staff discipline.

Based on the results of the interview, one of the informants explained that the result of the implementation of the staff development program at BPMP D.I. Yogyakarta is an increase in the level of discipline of its employees. It is seen in the recapitulation table of the assessment of the disciplinary officers of BPMP D.I. Yogyakarta as follows:

Table 4. Recapitulation of the BPMP D.I. Yogyakarta Employee Disciplinary Assessments for 2019-2021 Period.

No.	Years	Employee Discipline Values
1.	2019	84,70
2.	2020	86,40
3.	2021	89,00

Source: Archive Documents Accessed Through the Official BPMP D.I. Yogyakarta Website. (<https://bpmppjogja.kemdikbud.go.id>)

The table shows the continuous improvement in the disciplinary values of the BPMP D.I. Yogyakarta officials each year. It is not apart from the role of staff development that, indirectly, increased competence has a positive influence on the level of discipline of an officer in an institution, as presented in the results of previous research carried out by Natalia (2019).

Teamwork

Teamwork is the ability of an employee to perform tasks effectively and efficiently in a group. Through teamwork, a group of employees can fill each other's shortage of colleagues with the skills that each employee has. According to the result of the interview with one of the informants, teamwork arose among the employees of BPMP D.I. Yogyakarta due to the implementation of employee development carried out by the institution with the method of developing group dynamics, namely building solid teamwork and effective communication between employees. The development is also organized in a fun way so that it can refresh the minds of the employees, which will affect their spirits and increase their efficiency at work.

4. CONCLUSION

The implementation of employee development programs at BPMP D.I. Yogyakarta, which includes institutional development, career development, and education and training, has been carried out effectively and appropriately through the implementation of management functions ranging from planning, organizing, actuating, controlling, and evaluating. The role of the implementation of employee development management can be seen in the improvement of BPMP D.I. Yogyakarta's Performance Accountability Apparatus Performance Information System, or SAKIP, by 7.9 points in the 2019–2021 period and their achievement of the ZI-WBK predicate awarded by the Ministry of State Apparatus Utilization and Bureaucratic Reform in 2020. Both achievements demonstrate that the implementation of employee development management at BPMP D.I. Yogyakarta has been successful in optimizing employee performance and the institution's performance, even during the COVID-19 pandemic when there was a significant increase in transmission rates, necessitating all activities, including development, to be conducted online.

The limitations of this research lie in the fact that it focuses only on three elements of assessment of work performance, namely performance, discipline, and teamwork. According to the Hasibuan theory, there are eleven elements that can be used to assess the performance of staff, i.e., loyalty, performance, honesty, discipline, creativity, teamwork, leadership, personality, initiative, competence, and responsibility. So based on the limitations of the research, the researcher suggests that future researchers can do similar research by outsourcing the performance assessment elements other than those found in this study.

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