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Capacity Building of the Regional Inspectorate of the Sangihe Islands Regency

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Abstract. The purpose of this study was to determine, analyze and describe the strengthening of the PPUPD and Auditor apparatus at the Regional Inspectorate of the Sangihe Islands Regency. This research uses a qualitative approach. The results showed that apparatus development at the Regional Inspectorate of the Sangihe Islands Regency was carried out through programs, activities and sub-activities that focused on increasing competence in accordance with regulations, such as Decree of the Minister of Home Affairs Number 893.4-2018 of 2022 and BPKP Regulation Number 5 of 2023. This program includes orientation, leveling, technical substance training, as well as other developments such as in-house training, mentoring, and seminars. However, the implementation of this program faces significant obstacles, including limited funding, supervisory planning that is not yet risk-based, vacant structural positions, and a lack of PPUPD and Auditor functional personnel. These obstacles have an impact on increasing workload, low levels of participation in training, and limited time for apparatus development. Factors affecting apparatus development include leadership commitment, technological advances, organizational complexity, work facilities, as well as motivation and work environment support. Strengthening strategies include meeting training needs of at least 120 hours per year, filling vacant positions, applying technology such as e-audit applications, and developing needs-based competency maps. The results of this study emphasize the importance of leadership commitment, technological support, and synergy between apparatus to achieve sustainable development and support the improvement of supervisory quality in the Regional Inspectorate.

Keywords. Management, Capacity Building, Human Resources, State Civil Apparatus, Regional Inspectorate, Supervision, Strengthening Strategy

A. Introduction

Currently, the bureaucracy is required to be more agile, dynamic, clean, and accountable so that it can adapt to changes that move quickly and are full of uncertainty. One of the leverage factors to achieve these targets is to strengthen the supervision sector, namely by strengthening the Government Internal Supervisory Apparatus (APIP). APIP has a strategic role in supporting and strengthening the effectiveness of the internal control system in order to realize an effective, efficient and accountable government (Masengi et al., 2023) [1].

The Regional Inspectorate of the Sangihe Islands Regency as an APIP Institution in the Sangihe Islands Regency, was formed based on Regent Regulation Number 8 of 2022

concerning Position, Organizational Structure, Duties and Functions, and Work Procedures of Regional Apparatus. The Regional Inspectorate has the task of assisting the Regent to foster and supervise the implementation of government affairs which are the authority of the Region and assistance tasks by regional apparatus, and has functions, namely (1) Formulation of technical policies in the field of supervision and facilitation of supervision; (2) Implementation of internal supervision of performance and finance through audits, reviews, evaluations, monitoring and other supervisory activities; (3) Implementation of supervision for certain purposes on the assignment of the Regent; (4) Preparation of supervisory reports; (5) Implementation of Regency Inspectorate administration; and (6) Implementation of other functions assigned by the Regent related to its duties and functions. In carrying out its duties and functions, guidance and supervision activities are realized through inspection/audit, review, evaluation, monitoring, and other supervision tasks [2].

The Regional Inspectorate of the Sangihe Islands Regency is supported by 41 civil servants. The supervisory function is specifically carried out by the Functional Position of Regional Government Affairs Supervisor (PPUPD) and Auditor, with details of their respective duties based on Articles 127 and 128 of the Sangihe Islands Regent Regulation Number 8 of 2022, namely: 1) PPUPD Functional Position carries out supervisory activities on the implementation of concurrent government affairs which include review, monitoring, evaluation, and examination; 2) Auditor Functional Position carries out the tasks of planning, organizing, technical implementation, control and evaluation of supervision.

Looking at the description of the competence of the apparatus described in the 2024 Competency Map, there is a problem in the management of human resources (HR), where PPUPD Functional Officials and Auditors who have attended supervisory education and training on several supervisory tasks that are routinely carried out in accordance with the mandate of the applicable provisions, are very limited and have never even followed it.

The problem with HR management in the Regional Inspectorate of the Sangihe Islands Regency is not only inadequate competence, but also in the number of PPUPD Functional Officials and Auditors who are still lacking. Based on the Letter of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number B/2563/M.SM.01. .00/2022 dated December 5, 2022 regarding Approval of JF Auditor Needs in the Sangihe Islands Regency Environment, it was approved that the need for Functional Position Auditors in the Regional Inspectorate of the Sangihe Islands Regency was 80 people, and based on the Minister of Home Affairs Letter Number: 800.1.2.1/1495/IJ dated July 12, 2023 regarding Recommendations for PPUPD Functional Position Needs at the Regional Inspectorate of the Sangihe Islands Regency, the need for PPUPD Functional Position is 48 people, so that the total need for PPUPD and Auditor functional officials is 128 people.

The PPUPD and Auditor Functional Positions owned by the Regional Inspectorate of the Sangihe Islands Regency are currently only 26 (twenty-six) people, so there is a shortage of 102 personnel. The shortage is a significant number in achieving the performance targets of the Regional Inspectorate.

The implementation of supervision applies comprehensively to 32 Regional Apparatus, 1 Regional Hospital, 1 Primary Hospital, 17 Health Centers, 529 Education Units, 15 Districts, 145 Villages and 22 Villages within the Sangihe Islands Regency Government.

Based on the 2023-2026 Strategic Plan (Renstra), the Regional Inspectorate of the Sangihe Islands Regency carries out the goal of "Improving Clean, Strong and Accountable Governance", with the target of "Improving Accountability for Financial Management and Regional Government Performance". One of the strategies to realize these goals and objectives

is to increase the quantity and quality of APIP, with the policy direction of increasing the competence and professionalism of the supervisory apparatus.

In order to increase the quantity and quality of APIP, by leading to increased competence and professionalism of supervisory apparatus, the programs/activities planned to be able to achieve this are the Regency / City Regional Government Affairs Support Program, Regional Apparatus Personnel Administration Activities.

Based on the Budget Implementation Documents for 2023 and 2024, the sub-activities carried out to support this activity program are Employee Education and Training Sub-Activities based on Duties and Functions. The performance indicator of this sub-activity is the number of employees based on duties and functions who participate in education and training, with a target of 2023 as many as 20 people and 2024 as many as 25 people.

It is hoped that the implementation of this education and training can improve the competence of the apparatus, especially in the field of supervision, as well as strengthen the Regional Inspectorate of the Sangihe Islands Regency in achieving the performance targets for the 2023-2026.

One of the elements that support the APIP capability assessment component as stipulated in the Financial and Development Supervisory Agency Regulation Number 8 of 2021 concerning Capability Assessment of Government Internal Control Apparatus at Ministries / Institutions / Regional Governments, is human resource management (HR). Where HR Management is a process that starts from identifying HR needs and recruiting HR that is carried out adequately, sufficiently, and effectively to achieve internal control objectives. HR management also includes the process of developing APIP human resources which is carried out on an ongoing basis to maintain and improve the knowledge, skills and other competencies needed in carrying out internal supervision activities (BPKP, 2021) [3].

Table 1. Performance Indicators that refer to the Goals and Objectives of the RPD Inspectorate of the Sangihe Islands Regency 2023 - 2026

No	Indicator	Performance Condition at the Beginning of the RPD Period	Performance Target				Performance condition at the end of the RPD period
			Year 1	Year 2	Year 3	Year 4	
1	BPK Opinion on LKPD of Sangihe Islands Regency	WTP	WTP	WTP	WTP	WTP	WTP
2	Sangihe Islands Regency SPIP Maturity level achievement	Level 3	Level 3	Level 3	Level 4	Level 4	Level 4
3	Bureaucratic Reform Index	C	C	CC	B	B	B
4	Sangihe Islands Regency APIP Capability level achievement	Level 3	Level 3	Level 3	Level 4	Level 4	Level 4

From the problem of the lack of PPUPD and Auditor apparatus in the Regional Inspectorate of the Sangihe Islands Regency and the inadequate competence of these apparatus in carrying out supervisory duties as described above, it is necessary to develop the capacity of the Regional Inspectorate of the Sangihe Islands Regency through strengthening the PPUPD and Auditor apparatus so that it becomes one of the solutions needed to overcome these problems.

The purpose of this study was to determine, analyze and describe the strengthening of the PPUPD and Auditor apparatus at the Regional Inspectorate of the Sangihe Islands Regency.

B. Method

This research uses qualitative methods. This approach is often used by researchers in an effort to find basic theoretical concepts and models, where a researcher is fully involved in his research from start to finish (Moleong, 2013) [4].

This research focused on strengthening the PPUPD and Auditor apparatus at the Regional Inspectorate of the Sangihe Islands Regency. The first sub-focus: measuring the success of apparatus development with indicators: 1) work performance, 2) employee discipline, 3) employee absenteeism, 4) level of damage to the use of equipment and supplies, 5) level of work accidents, 6) level of waste of labor, time, and materials, 7) level of cooperation among employees, 8) level of employee wages/incentives, 9) employee initiative and innovation, 10) leadership and decisions of officials as managers, 11) employee participation in education and training activities. The second sub-focus: determinants of capacity development of the regional inspectorate of the Sangihe island district with indicators: 1) top management support, 2) commitment of specialists and generalists, 3) technological advances, 4) organizational complexity, 5) learning styles.

The data collection technique used was triangulation technique: observation, interview and documentation study. The data analysis technique used the interactive model of Miles and Huberman (1984) in Dilapanga et al. (2023), namely: data collection, data reduction, data display, and conclusion/verification [5].

C. Result and discussion

Apparatus Development Program Success Benchmarks

The first research focus, namely the benchmark for the success of apparatus development, is explained by several indicators, namely: 1) work performance, 2) employee discipline, 3) employee absenteeism, 4) level of damage to the use of equipment and supplies, 5) level of work accidents, 6) level of waste of labor, time, and materials / work materials, 7) level of cooperation among employees, 8) level of employee wages / incentives, 9) employee initiative and innovation, 10) leadership and decisions of officials as managers, 11) employee participation in education and training activities.

Based on the results of interviews, observations and document studies for work performance indicators, it was found that there was an increase in the performance of supervisory work carried out by PPUPD Functional Officials and Auditors. This can certainly support the achievement of regional apparatus performance targets. As for the indicator of the level of employee discipline and employee attendance, it was found that after participating in the apparatus development program, the level of discipline and attendance of civil servants at the Regional Inspectorate of the Sangihe Islands Regency increased, but the increase was not significant.

Findings for the fourth indicator, the results obtained are that after participating in apparatus development activities, the level of damage to the use of equipment is getting lower. However, there is also an explanation that apparatus development activities do not have a significant effect on the level of damage to equipment and work equipment. According to the data on the Goods Inventaris Card, each PPUPD Functional Official and Auditor is entrusted with 1 Laptop Unit, with \pm 3 Printer Units and 1 High Quality Scanner Unit per Assistant Inspector Room in good condition.

The findings on the fifth indicator explained that work accidents at the Regional Inspectorate of the Sangihe Islands Regency were very minimal, almost never even occurred because in carrying out supervisory duties, the apparatus was able to mitigate the risks that might occur. Meanwhile, for the sixth indicator, it was found that there was a waste of energy, time, and materials/materials caused by a lack of apparatus resources.

The research results for the seventh indicator found that after participating in the apparatus development program, the level of team and inter-team cooperation has increased, but based on interviews, the increase is not significant. While the findings on the eighth indicator, it was found that the level of employee incentive wages had no significant changes because the provision of salaries and allowances to PPUPD Functional Officials and Auditors was in accordance with applicable regulations.

Based on the interviews for the ninth indicator, it was found that employee initiative and innovation had no significant change where there were no innovations or initiative proposals submitted by employees, significant innovations in work processes, no participation in creative programs or activities, nor updated projects or processes based on employee ideas. There is no recognition or reward received by employees for innovation.

Based on the results of observations and interviews on the tenth indicator, it shows that after participating in the apparatus development program, there is an increase in leadership and decisions taken by functional officials at the manager level to be wiser in terms of carrying out their duties in the field of supervision. As for the eleventh indicator, it was found that the low level of participation of officials in the apparatus development program was due to budget constraints. However, based on the explanation of Mr. "RL" as a Junior Expert Planner as well as Acting Secretary, in addition to budget availability issues, the availability of time from PPUPD and Auditor functional officials also greatly affects participation in apparatus development programs. Participation in the apparatus development program does not meet 120 (one hundred and twenty) hours per year per person. In the last 5 (five) years, namely 2020 to 2024, no PPUPD Functional Officials and Auditors have participated in related competency development activities: Examination of the application of Minimum Service Standards (SPM), Review of Local Government Financial Reports (LKPD), Review of RPJMD / Strategic Plan, Review of RKPD / Renja, Evaluation of Government Agency Performance Accountability System (SAKIP) Reports, Evaluation of Local Government Implementation Reports (LPPD), Evaluation of Bureaucratic Reform Self-Assessment Reports.

The problems faced by the Regional Inspectorate of the Sangihe Islands Regency reflect the complexity of challenges in efforts to improve internal supervisory performance. Some of the main issues include limited funding, annual supervisory planning that is not yet risk-based, vacant structural positions that require PPUPD functional officials to concurrently hold positions, and the most significant is the lack of PPUPD functional officials and auditors. This condition creates an increased workload because supervision must be carried out comprehensively on all objects of examination. In addition, PPUPD functional officials and

auditors experience limited time to participate in apparatus development programs, which further exacerbates the situation.

The theory proposed by Grindle (1997) in Wicaksono (2021) emphasizes that capacity development is a series of efforts to improve the efficiency, effectiveness, and workability of government. Efficiency relates to optimizing the time and resources needed to achieve the desired results. Effectiveness refers to the suitability of efforts with the objectives to be achieved. Work capability is an effort to align organizational needs with the competencies possessed by the apparatus. Thus, capacity development includes activities that maintain and improve employee competencies through relevant knowledge and skills [6].

The United Nations Development Program (UNDP) in Hasibuan (2017) views capacity development as a process that includes three main dimensions, namely human resources, physical capital and technology. The human capital dimension emphasizes the importance of the quality of human resources and how they are utilized. Physical capital includes facilities and infrastructure such as equipment and work facilities. Meanwhile, the technology dimension involves efficient management, planning, control, and evaluation systems. These three dimensions must be managed in an integrated manner to create a working environment conducive to capacity development [7].

According to Singodimedjo in Muarsarsar (2022), human resource development is a process that prepares individuals to assume greater responsibility in the organization. This is usually related to increasing intellectual abilities to carry out tasks better. This process includes strengthening personality, enforcing discipline, and improving technical competence. With an orientation towards the principles of good governance, HR development covers three main aspects, namely mentality, behavior, and ability. Mental development aims to build honest, responsible, and loyal characters. Behavioral development emphasizes the importance of discipline and responsiveness to change. Capability development focuses on achieving professionalism, efficiency, and work productivity [8].

Dilapanga (2020) asserts that education and training play an important role in organizational development. Through education and training, organizations can improve the knowledge and skills of its members, which in turn will support the overall goals of the organization [9]. Sudjana in Pratiwi and Seran (2018) added that training strategy planning should include determining the current skill level of employees, selecting appropriate training methods, and evaluating training results to ensure success [10].

Previous research results also provide valuable insights into capacity development. Tethool (2017) found that the capacity development pattern of the Tual City Inspectorate involved the development of human resources, organizational structure, and policies [11]. Research by Iskandar et al. (2015) shows that the capacity building of civil servants in West Kotawaringin Regency is carried out through pre-service training, leadership training, study assignments, and study permits [12]. Another study by Imansyah (2012) highlighted the importance of education and training in accordance with applicable regulations to improve the competence of civil servants [13].

However, based on applicable regulations, the above findings indicate a discrepancy in the implementation of competency development. Law Number 20 of 2020 on the State Civil Apparatus mandates that every ASN must carry out continuous competency development to remain relevant to the needs of the organization. Government Regulation No. 17/2020 also stipulates that competency development must be carried out in a minimum of 20 lesson hours per year. In addition, the Annexes to Minister of Home Affairs Regulations Number 88 of 2022

and Number 19 of 2023 underscore the importance of continuing professional education with a focus on performance auditing, risk management, and risk-based supervision.

To support the implementation of supervision, Minister of Home Affairs Regulations Number 84 of 2022 and Number 15 of 2023 also regulate the budget allocation for APIP capability improvement. This budget includes education and training of at least 120 hours per year per APIP, as well as procurement of supervisory facilities and infrastructure. Local governments are required to allocate a supervision budget based on a certain percentage of total regional expenditure, depending on the size of the APBD (Sumanti, 2020) [14].

However, the reality in the field shows that the implementation of this policy is far from optimal. The lack of experts and auditors in the Regional Inspectorate of the Sangihe Islands Regency is a major obstacle. The high workload causes supervision to be carried out thoroughly without considering risk prioritization, thus reducing the effectiveness of the supervision itself. In addition, functional officials do not have sufficient time to attend training and competency development, which is their right under applicable regulations.

To address this issue, a comprehensive and sustained effort is required. First, local governments need to ensure adequate budget allocations to support capacity building programs. Second, annual supervisory planning should be risk-based to ensure that limited resources are optimally utilized. Third, vacant structural positions must be filled immediately to reduce the workload of functional officials who currently hold concurrent positions.

In addition, competency development should be a top priority. Education and training programs must be designed in such a way that they are in line with organizational needs and job competency standards. Training evaluations should also be conducted periodically to ensure their effectiveness. In this context, cooperation with reputable education and training institutions can be an effective solution.

It is also important to integrate technology in the supervision and capacity building process. Efficient management information systems can help reduce administrative burdens and allow auditors to focus on their core tasks. The use of technology can also increase transparency and accountability in the oversight process.

Overall, capacity development is not only the responsibility of local governments but also requires support from various stakeholders. With a holistic and results-oriented approach, the Regional Inspectorate of Sangihe Islands Regency can significantly improve its performance. This will ultimately contribute to the creation of good governance and integrity.

Determinants of Capacity Development of the Regional Inspectorate of Sangihe Islands Regency

The results showed that there are four main factors that determine the capacity development of the Regional Inspectorate of the Sangihe Islands Regency, namely top management support, commitment of specialists and generalists, technological progress, and organizational complexity.

Top management support is proven to have a significant influence on the development of the apparatus, including functional auditor and PPUPD officials. Respondents stated that this support is reflected through budget availability, motivation, and guidance from the leadership. However, budget limitations hinder the fulfillment of the minimum training requirement of 120 hours per year, so the impact is not optimal. In addition, recognition in the form of awards also increases employee motivation.

The commitment of specialists and generalists at the managerial level provides moral support and motivation to the apparatus. However, the impact is considered less significant

because strategic decisions are in the hands of top leadership. Managers are also expected to synchronize the schedule for carrying out supervisory tasks with the apparatus development program, although the high workload is a challenge in itself.

Technological advances have a major impact on the efficiency and effectiveness of apparatus development. Technologies such as e-audit, e-review, and computer-based applications support the implementation of electronic supervision, thus saving time and effort. However, the implementation of these technologies is still limited due to the lack of facilities such as adequate internet. Respondents also highlighted the need to develop more integrated digital systems to support online learning and efficient data management (Herisistam et al., 2023) [15].

Organizational complexity poses additional challenges in capacity building. Vacant positions, both structural and functional, lead to duplicate positions that increase workload and reduce the efficiency of task implementation. The availability of sufficient human resources and adequate time allocation for training is an urgent need to address this issue.

Overall, the results underscore the importance of synergy between management support, technology and adaptive organizational management in improving the capacity of the Regional Inspectorate. Although there are various obstacles, development efforts must continue to be optimized to ensure improved quality of public services and better governance. Based on data, documents, and interviews with respondents, there are various factors that influence the development of apparatus, especially PPUPD Functional Officials and Auditors at the Regional Inspectorate of the Sangihe Islands Regency. One of the main factors is the commitment of the top leadership, especially in ensuring budget availability so that the fulfillment of apparatus development needs of 120 hours at least per year per PPUPD/Auditor functional official can be achieved. In addition, filling vacant structural positions and filling vacant PPUPD and Auditor functional positions are also important concerns.

The commitment of managerial level leaders also plays a significant role, especially in synchronizing the supervision schedule with the proposal for individual training programs. Technological advances are also a factor that can increase the efficiency of carrying out supervisory tasks both in terms of energy and time. Organizational complexity and learning styles supported by commitment and motivation from each apparatus are also important factors in individual capacity development.

In addition, there are several other factors that greatly influence the development of the apparatus. Adequate work facilities or infrastructure, moral support from family or community, a work environment that supports innovation, collaboration, and continuous learning are important elements. Effective communication between leaders and employees, adequate supervisory planning, and motivation to improve performance also determine the success of capacity development at the Regional Inspectorate of the Sangihe Islands Regency.

The capacity development strategy of the Regional Inspectorate of the Sangihe Islands Regency can be formulated through a SWOT analysis which includes strengths, weaknesses, opportunities and threats. In the strength aspect, the Inspectorate has resources including the number of Functional Auditor Officials of 14 people and PPUPD of 12 people, as well as central government support for education and training of at least 120 hours per person per year. Adequate budget support and top leadership commitment in apparatus development are additional significant strengths.

However, the Inspectorate also faces various weaknesses such as a shortage of 102 auditors and PPUPD personnel which is not proportional to the number of objects of supervision. The competencies possessed are also still inadequate due to limited budget and

time to participate in development programs. Structural positions that are still vacant cause some PPUPD Madya functional officials to have to double up as acting Assistant Inspectors.

Opportunities that can be utilized include increasing the competence of the apparatus through periodic updates to the competency map, preparing risk-based supervision plans, and applying technology such as e-audit applications to improve the supervision system. Apparatus development can also be carried out independently by each PPUPD functional official and Auditor.

On the other hand, threats that need to be mitigated include lack of individual motivation to develop themselves, limited opportunities to apply the results of competency development, and incomplete administration of apparatus resources. Managers who are less careful in mapping the priority scale are also a challenge that needs to be overcome.

Strengthening human resources in the field of supervision is a priority for fundamental reasons such as concurrent positions that affect the implementation of tasks, a significant shortage of PPUPD and Auditor personnel, and an imbalance in the number of officials with objects of supervision spread across various units in the Sangihe Islands Regency. The low participation of officials in competency development activities is also an obstacle that must be overcome immediately.

Strengthening steps can be taken by utilizing strengths and opportunities such as increasing competence through education and training of at least 120 hours per year, updating competency maps regularly, preparing risk-based annual supervision plans, and improving supervision systems with technology. In addition, mitigation of weaknesses and threats is also needed, such as procuring ASN to fill vacant positions, filling vacant structural positions, and ensuring the time commitment and motivation of functional officials to develop themselves. Administration of apparatus resources needs to be completed, and the competence of managers in charge of human resource management must be strengthened so that capacity development strategies can run optimally.

D. Conclusion

Based on the research results, apparatus development at the Regional Inspectorate of the Sangihe Islands Regency is carried out through programs, activities, and sub-activities that support competency improvement according to regulations, such as the Third Dictum of the Decree of the Minister of Home Affairs Number 893.4 - 2018 Year 2022 and BPKP Regulation Number 5 Year 2023. The program includes orientation training, leveling, technical substance, and various other forms of development such as in-house training, mentoring, and seminars. However, the implementation of this program still faces several major obstacles, including limited funding, supervisory planning that is not yet risk-based, vacant structural positions, and a lack of PPUPD and Auditor functional personnel.

These obstacles cause workloads to increase and limit the time for functional officials to participate in apparatus development. Factors that influence development include leadership commitment, technological advances, organizational complexity, learning styles, work facilities, environmental support, and effective communication.

Strategies proposed to strengthen apparatus development include capitalizing on strengths and opportunities, such as meeting training needs of at least 120 hours per year, regularly updating competency maps, and developing risk-based supervision plans. The use of technology such as e-audit applications is also recommended to improve efficiency. In addition, mitigating weaknesses and threats is done through filling vacant positions, procuring ASN for

Auditor and PPUPD positions, and increasing the motivation and time readiness of functional officials.

Overall, the success of apparatus development requires strong commitment from the leadership, careful planning, technological support, and active participation from the apparatus in self-development to ensure continuous improvement in the quality of supervision and organizational performance.

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