ANALYSIS OF HUMAN RESOURCE POLICY IN IMPROVING THE QUALITY OF EMPLOYEE PERFORMANCE IN THE DEPARTMENT OF POPULATION CONTROL, WOMEN'S EMPOWERMENT AND CHILD PROTECTION OF GUNUNGSITOLI CITY

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Abstract

This study aims to analyze human resource policies to improve the quality of employee performance at the Population Control, Women's Empowerment, and Child Protection Service of Gunungsitoli City. The research focuses on three main objectives: (1) to determine the form of human resource policies implemented to improve performance quality, (2) to identify supporting and inhibiting factors in the implementation of these policies, and (3) to formulate appropriate strategies to improve employee performance. The research method used is a qualitative approach with data collection techniques through in-depth interviews, observation, and documentation. The results show that the implemented human resource policies include training and competency development, performance assessment based on work indicators, and a reward system and work discipline. Supporting factors for the implementation of these policies include leadership support, active employee participation, and the availability of a training budget. However, there are also inhibiting factors such as a lack of professional human resources, limited supporting facilities and infrastructure, and low work motivation among some employees. The strategies implemented to improve performance quality include strengthening supervision, developing a collaborative work culture, improving the quality of training, and regular evaluation of policy implementation. This study concludes that appropriate and consistent human resource policies play a crucial role in building more optimal employee performance within the service environment.

Keywords: Human Resources Policy, Employee Performance

INTRODUCTION

In organizations and government, human resources are the most important and strategic asset in determining the success of organizational goals. Without qualified human resources, organizations will struggle to perform their functions optimally. In the modern era, filled with challenges and rapid change, organizations are required to continuously adapt through performance improvements, which depend, in part, on the quality of their employees. Therefore, appropriate policies are needed for managing human resources so that

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employees can perform optimally and contribute positively to the institutions where they work.

In various government agencies, developing human resource policies is often not a top priority. This is evident in the lack of long-term competency-building training and a performance evaluation system that is not based on objective indicators. Many policies are purely administrative in nature and fail to address substantive aspects of improving performance quality. As a result, employee potential is not maximized, and work program outcomes often fall short of expectations. A paradigm shift is needed, recognizing that investment in human resource development is a long-term investment that will significantly impact organizational progress. Therefore, human resource policy reform must be an integral part of public sector organizational development strategies.

The Population Control, Women's Empowerment, and Child Protection Office of Gunungsitoli City is a local government agency responsible for planning, implementing, and overseeing programs related to population, women's empowerment, and child protection. This office plays a role in controlling population growth through various family planning (KB) programs and providing education on the importance of family welfare. Furthermore, this office is also active in increasing women's participation in development, through skills training, economic empowerment, and gender equality advocacy. In the area of child protection, this office is responsible for handling cases of violence against children, providing psychosocial support, and ensuring that children's rights are fulfilled. With appropriate policies and programs, it is hoped that this office can contribute to creating a better environment for the community, especially women and children in Gunungsitoli City.

A study conducted by Sari (2021) entitled "Analysis of Human Resource Policies in Improving Employee Performance at the Bogor Regency Social Service" used qualitative methods with a descriptive approach to analyze how HR policies are implemented in government agencies and their effectiveness in improving employee performance. Data were obtained through in-depth interviews with employees and structural officials, as well as observations of the work systems implemented in the agency.

LITERATURE REVIEW
Human Resources Policy

According to Rivai & Sagala (2020:41) In their book, "Human Resource Management for Companies," Rivai and Sagala explain that human resource policy is a set of strategic decisions established by management to direct employee behavior and performance in order to support the achievement of the organization's vision and mission. According to Hasibuan (2021:55), in his book, "Human Resource Management," human resource policy is a set of decisions made by management to serve as a basis or guideline for making decisions and actions related to workforce management.

According to Mangkunegara (2022:19) In his book, Corporate Human Resource Management, Mangkunegara states that HR policy is a set of rules and procedures designed to manage the relationship between an organization and its employees efficiently and

effectively. According to Sutrisno (2022:34), in his book, Human Resource Management, the purpose of human resource policy is to create fair, consistent, and strategic guidelines for workforce management, enabling the organization to optimize employee potential in achieving shared goals.

According to Winardi (2021:87), in his book "Human Capital Management: Strategies for Managing and Developing Human Resources in the Digital Era," human resource policy development must be based on principles that ensure fairness, transparency, and efficiency. Winardi explains that HR policies are not merely administrative rules but must serve as strategic guidelines grounded in organizational values and employee needs. These principles aim to create a professional employee management system that is adaptive to change and encourages continuous performance improvement.

Indicators have been developed to measure the success of implementing a policy developed by Meter and Horn in Agustino (2021:142) explaining that the 4 indicators are communication, resources, disposition, and bureaucratic structure.

Performance Quality

According to Robbins and Judge (2020:43), they emphasize that performance quality is influenced not only by individual work results but also by motivation, competence, and the work environment. Motivation is a major factor in driving someone to work better, both internal (such as job satisfaction) and external (such as awards or promotions). According to Mangkunegara (2020:28), performance quality is the work results achieved by someone based on expertise, experience, and sincerity in working. Expertise is a technical factor that greatly influences whether someone is able to carry out their duties well or not. According to Bernardin and Russell (2019:23), performance quality can be measured through certain standards, such as effectiveness, efficiency, and customer satisfaction.

According to Rivai (2021:19), performance quality is influenced by several key factors, such as individual competence, work motivation, the work environment, and the organizational management system. Competence encompasses the skills, experience, and knowledge a person possesses in completing their tasks. Meanwhile, motivation is the primary driver for individuals to perform better. According to Robert S. Kaplan and David P. Norton (2021:34), performance quality can be measured using the Balanced Scorecard, which encompasses four main perspectives: productivity, efficiency, effectiveness, and timeliness. According to Robbins and Judge (2020:31), performance quality can be improved by providing high work motivation, creating a comfortable work environment, and ensuring ongoing training. They also emphasize the importance of good leadership in guiding and supporting employees to work more effectively.

According to Bernardin and Russell (2020:19), there are several indicators of performance quality, namely quantity of work, quality of work, punctuality, work efficiency, attendance and discipline, and the ability to work together.

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RESEARCH METHOD

This research uses a qualitative method with a descriptive approach. According to Sugiyono (2022), descriptive qualitative research aims to understand phenomena in depth by collecting narrative or descriptive data through observation, interviews, and documentation. This method allows researchers to gather information about experiences, perceptions, and policies implemented in a specific context.

The variables of this research are Human Resource Policy with indicators, according to Meter and Horn in Agustino (2021:142) explaining the 4 indicators are as follows: Communication, Resources, Disposition, Bureaucratic Structure. Performance Quality, According to Bernardin and Russell (2020:19), there are several indicators of performance quality as follows: namely as follows: Quantity of Work, Quality of Work, Punctuality, Work Efficiency, Attendance and discipline, Cooperation ability.

The primary instrument for data collection is the human being, or the researcher, who observes, asks questions, listens, requests, and collects research data. Researchers must obtain valid data, ensuring they don't just interview any source.(Alhamid and Anufia 2019).

Data analysis in qualitative research is conducted during data collection. The activities involved in data analysis include data reduction, data display, and conclusion drawing/verification. To process and analyze the collected data, researchers conduct the data analysis stage.

RESULTS AND DISCUSSION

Human Resources Policy in Improving Performance Quality at the Population Control, Women's Empowerment, and Child Protection Service of Gunungsitoli City.

In an effort to improve performance quality, the Population Control, Women's Empowerment, and Child Protection Office of Gunungsitoli City has implemented several human resource policies aimed at improving employee competency, discipline, and work motivation. An interview with one of the structural officials revealed that the policies currently being implemented include functional training, competency development through technical guidance, electronic-based performance assessments (e-performance), and improving employee welfare. These policies were developed to address the increasingly complex demands of public services, particularly in the areas they handle.

However, several obstacles remain in its implementation. An interview with one of the implementing staff revealed that despite regular training, not all employees receive equal opportunities. Some employees feel left behind due to a lack of equitable information and access to competency development. Furthermore, there are gaps in understanding technical policies, which leads to suboptimal coordination between divisions. This has resulted in slow responses to community needs, particularly in direct service delivery.

According to Mangkunegara (2020), sound human resource policies must adhere to the principles of participatory, transparent, and adaptive to environmental changes. In this context, the Department has strived to create an open employee management system through e-performance and an objective performance evaluation mechanism. This is a step forward in ensuring that employee contributions are fairly assessed and used as a basis for career development.

In addition to the evaluation system, the Department also focuses on employee motivation through incentives and performance allowances. According to interviews with personnel, incentives are based on work performance, attendance, and discipline. However, several employees reported that these incentives have not been fully distributed or felt. They hope for a review of the assessment indicators to better align with field work conditions.

Support from department heads is a crucial factor in the successful implementation of human resource policies. An interview with one of the department heads revealed that the department head is very open to suggestions and regularly holds weekly coordination meetings to evaluate the performance of each department. This approach creates a communicative work environment and allows for rapid resolution of emerging issues. This aligns with Sedarmayanti's (2021) view that participatory leadership can strengthen the effective implementation of HR policies.

Another strategy implemented is encouraging employees to actively participate in training outside the region or organized by relevant ministries. Several employees stated that this training was very beneficial because it opened new insights and expanded cross-regional networks. However, budget constraints pose a barrier, preventing all employees from participating. However, according to Hasibuan (2022), continuous training and development are long-term investments for public organizations seeking to improve service quality.

The department is also attempting to implement digitalization in human resource management, such as fingerprint-based attendance management and online daily activity reporting. This has been recognized as significantly helpful in enforcing discipline and facilitating superiors' oversight of their subordinates' performance. However, some employees feel the digital system is still not fully stable, especially given the patchy internet connection in certain work areas.

In general, the human resources policies implemented by this agency are positive. However, improvements are needed in technical implementation and equitable training. A senior employee stated that improving performance quality requires, in addition to training, a collective work spirit and strengthening ethical public service values. These values are crucial so that employees work not only based on administrative targets but also develop empathy for the community, especially vulnerable groups such as women and children.

Regular evaluation is key to ensuring that implemented policies are not merely formalities but address real needs on the ground. Support from the secretariat and commitment from each division head are essential to align policies with daily employee practices. Thus, improved performance quality is measured not only through numbers but also reflected in public satisfaction with the services provided.

Supporting and Inhibiting Factors in the Implementation of Human Resource Policiesin Improving Performance Quality at the Population Control, Women's Empowerment, and Child Protection Service of Gunungsitoli City.

The implementation of human resources (HR) policies at the Population Control, Women's Empowerment, and Child Protection Office of Gunungsitoli City is influenced by various factors, both supporting and inhibiting. Interviews with several structural officials and implementing staff revealed that support from the agency's leadership is a crucial factor

in driving the successful implementation of HR policies. The agency's leadership actively facilitates training, provides clear direction, and is open to employee suggestions.

In addition to leadership support, another contributing factor is the introduction of technology-based work systems for performance management, such as the use of e-performance applications and digital attendance systems. These systems help monitor employee discipline and performance targets more accurately and efficiently. Several employees have expressed that these systems motivate them to be more accountable for their planned work.

Furthermore, inter-divisional synergy is another supporting factor that strengthens the implementation of HR policies. Interviews indicate that good communication between departments facilitates information distribution and task completion. Effective coordination, particularly in field activities such as child protection program outreach or women's empowerment, is crucial to successful task implementation.

However, several inhibiting factors remain for employees. One of the most prominent is an unbalanced workload. Several employees reported that limited staffing forces some individuals to handle more than one task area. This undoubtedly impacts the effectiveness of HR policy implementation, as employees tend to become fatigued and struggle to focus on developing their competencies.

Another inhibiting factor is the unequal understanding of technical HR policies. Despite ongoing outreach, some employees still don't fully understand the flow of performance evaluation policies and procedures. This leads to internal miscommunication, which can lead to delays or inaccuracies in task execution. Furthermore, some employees believe that vertical communication needs to be improved to be more open and two-way.

According to Hasibuan (2021), one of the basic principles of effective HR management is a proportional division of labor and ongoing training. Unbalanced workloads and a lack of technical training are obstacles that must be addressed immediately to ensure HR can support the achievement of the agency's vision. This is reinforced by Rivai (2020), who stated that employee capacity development must be accompanied by a clear monitoring and evaluation system, so that policies are implemented not only on paper but also in practice.

Interviews also revealed that several supporting facilities, such as cramped workspaces and limited field transportation, also pose challenges. These limitations have delayed or prevented some operational activities from running optimally. Employees hope the city government will pay attention to increased budgetary support aimed at improving performance.

On the other hand, employee enthusiasm and loyalty to the agency are strengths that deserve recognition. Despite challenges, the majority of employees remain committed to completing their duties effectively. They recognize the agency's crucial role in improving

public welfare, particularly in protecting women and children and controlling population growth.

According to Mangkunegara (2022), psychological factors such as motivation and loyalty play a significant role in determining work productivity. Organizations need to capitalize on this potential by providing rewards, recognition, and creating a work environment that supports personal development. Therefore, strengthening internal support factors and addressing technical obstacles will significantly contribute to the successful implementation of HR policies within the agency.

Strategies for Improving Performance Qualityat the Population Control, Women's Empowerment, and Child Protection Service of Gunungsitoli City

Interviews with several officials and employees at the Population Control, Women's Empowerment, and Child Protection Agency of Gunungsitoli City revealed that the primary strategy for improving performance begins with strengthening human resources. The agency actively engages employees in technical and managerial training relevant to their areas of responsibility. This training encompasses population data management, women's empowerment, and handling cases of violence against children.

The second strategy being focused on is the use of information technology in carrying out tasks. The agency has begun using digital-based systems, such as online data collection and reporting applications, which aim to speed up work processes and improve data accuracy. One informant stated that although not all employees are yet familiar with this system, the use of this technology has significantly improved work efficiency.

Support from leadership is also a significant strategy. The head of the department actively promotes a disciplined, open, and communicative work culture. Internal evaluation meetings are held weekly to discuss program challenges and achievements. Interviews revealed that employees feel that direct leadership involvement is motivating and boosts morale.

However, several obstacles remain. One of the main obstacles identified by informants was the uneven workload and the lack of technical personnel in certain areas. This leads to delays in completing tasks, particularly when dealing with emergency cases such as domestic violence or neglected children.

In theory, effective performance improvement strategies rely not only on training or technology but also on an adaptive managerial approach. According to Mangkunegara (2020), performance improvement will be optimal if an organization is able to simultaneously manage aspects of motivation, competence, and the work environment. This aligns with the approach being implemented by the Population Control, Women's Empowerment, and Child Protection Office of Gunungsitoli City.

Furthermore, according to Hasibuan (2019), career development and rewards are essential components of a performance improvement strategy. The agency has attempted to

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implement a performance-based incentive system, although it hasn't been optimal due to budget constraints. Several employees stated that a clear reward system would further motivate them to perform their duties to the best of their ability.

Another strategy recognized as effective is a participatory approach, involving employees in the technical decision-making process. In practice, the department provides space for staff to express ideas and suggestions related to work programs. This creates a greater sense of ownership and responsibility for task implementation.

Interviews also revealed that strengthening cross-sectoral collaboration is another important strategy. The agency actively coordinates with other agencies, such as the Social Services Department, the police, and non-governmental organizations, in implementing child empowerment and protection programs. This strategy is considered effective in expanding reach and expediting case resolution in the field.

However, the success of this strategy still depends heavily on the availability of resources, both human resources and budget. Therefore, improving employee performance must be supported by budget policies that are responsive to operational needs. In this regard, the role of local governments is crucial to support the program's sustainability.

4. CONCLUSION

Based on the results of research conducted by researchers through observation, interviews and documentation and based on the results of the discussion explained in the previous chapter, the following conclusions can be drawn:

1. The human resources policy at the Population Control, Women's Empowerment, and Child Protection Office of Gunungsitoli City has been implemented and is aimed at improving employee competence, discipline, and work motivation. While implementation has shown progress, obstacles remain, such as uneven distribution of training, technical miscommunication, and limited facilities.

2. The implementation of human resource policies at the Population Control, Women's Empowerment, and Child Protection Service of Gunungsitoli City is supported by several factors, including the commitment and support of leaders who actively facilitate employees, the implementation of technology-based work systems such as e-performance applications and digital attendance, as well as the existence of synergy and communication between divisions that facilitate the implementation of tasks.

3. Performance improvement strategies at the Population Control, Women's Empowerment, and Child Protection Service of Gunungsitoli City have been implemented through training, leadership support, technology utilization, and cross-sector collaboration.

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