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**IMPLEMENTATION OF HUMAN RESOURCE MANAGEMENT STRATEGY AT THE  
INVESTMENT AND ONE-STOP INTEGRATED SERVICE OFFICE FOR THE  
OPTIMIZATION OF REGIONAL ORIGINAL REVENUE**

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**ABSTRACT:** *This study aims to analyze human resource management (HRM) strategies in increasing local own-source revenue (PAD) at the Investment and One-Stop Integrated Service Office (DPMPTSP) of Sorong Regency, West Papua Province. Utilizing a descriptive qualitative approach, data were collected through in-depth interviews, direct observation, and documentation with civil servants (ASN) within the DPMPTSP environment. The results show that effective coaching, training, and optimal compensation from leadership are key factors in improving the competence, motivation, and performance of civil servants, which positively impacts PAD growth. However, constraints remain, such as lack of transparency in task allocation, suboptimal compensation, and leadership styles that are less participative and innovative. The main recommendations are to increase the frequency of training and benchmarking, refine the reward and compensation system, and strengthen leadership capacity to encourage concrete contributions from civil servants to PAD enhancement.*

**ABSTRAK:** Penelitian bertujuan untuk menganalisis strategi manajemen sumber daya manusia (MSDM) dalam meningkatkan pendapatan Asli Daerah (PAD) pada Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) Kabupaten Sorong, Provinsi Papua Barat Daya. Penelitian ini menggunakan metode kualitatif deskriptif dengan pengumpulan data melalui wawancara mendalam, observasi langsung, dan dokumentasi terhadap aparatur sipil negara (ASN) di lingkungan DPMPTSP. Hasil penelitian menunjukkan bahwa strategi pembinaan, pelatihan, dan pemberian kompensasi yang optimal dari pimpinan berperan penting dalam meningkatkan kompetensi, motivasi, dan kinerja ASN sehingga berdampak positif terhadap peningkatan PAD. Namun demikian, penelitian juga menemukan beberapa kendala, seperti kurangnya transparansi dalam pembagian tugas, pemberian kompensasi yang belum maksimal, serta karakter kepemimpinan yang kurang partisipatif dan inovatif. Rekomendasi utama dari penelitian ini adalah perlunya peningkatan intensitas pelatihan dan benchmarking, pembenahan sistem penghargaan dan kompensasi, serta penguatan kapasitas kepemimpinan untuk mendorong kontribusi ASN secara nyata dalam peningkatan PAD.

## INTRODUCTION

Development in Indonesia is understood as a comprehensive and planned process aimed at fostering fundamental changes in social structure, attitudes, and national institutions. This process not only seeks to accelerate economic growth, but also to alleviate poverty, reduce income disparities, and improve the quality of life at both material and spiritual levels (Krasodomska et al., 2023). The government plays a crucial role in ensuring that development projects bring tangible positive impacts to local communities by creating economic centers and improving infrastructure (Ramadhani & Prihantoro, 2020; Rakhmadani, 2021). However, many regions, especially in Eastern Indonesia, continue to struggle with high poverty rates, unemployment, and limited access to essential services such as education and healthcare (Windiasih, 2019). These persistent disparities highlight the urgent need for effective regional management and the strengthening of local revenue sources (PAD) as a means to fund development initiatives (Zein et al., 2024). In the context of Sorong Regency, the challenges are compounded by geographic isolation and underdeveloped administrative capacities (Nugroho, 2008). The achievement of sustainable development thus necessitates not only physical projects but also the empowerment of local institutions and communities to optimize available resources (Innotata et al., 2023).

Local Own-Source Revenue (PAD) plays a pivotal role in supporting regional development and financing public services. The government's ability to generate PAD reflects its effectiveness in mobilizing local economic potential and managing public administration (Manggalatu et al., 2025; Munzir et al., 2022; Rini et al., 2022). The Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) or Investment and One-Stop Integrated Services Office has emerged as a strategic institution tasked with facilitating investments, streamlining licensing processes, and promoting economic growth (Budi, Munzir, et al., 2025; Irian Sadipun Komber et al., 2024). By simplifying procedures and increasing transparency, DPMPTSP is expected to enhance the region's business climate and attract both domestic and foreign investors (Khairunisa et al., 2022; Munzir et al., 2024). However, the effectiveness of these goals is closely linked to the capacity of human resources within the agency. Studies have shown that an efficient, motivated, and competent workforce is vital for improving licensing services and maximizing PAD (Hasbiah, 2024; Virtus Interpress, 2025). Gaps in competencies, unclear division of tasks, and inconsistent reward systems often become bottlenecks in public service delivery (Widokarti et al., 2023).

Human resource management (HRM) is recognized as a critical factor in achieving organizational goals, especially within public sector institutions (Santoso et al., 2022). Effective HRM encompasses strategic planning, recruitment, training, performance management, and compensation systems (Wicaksana et al., 2022). In the case of DPMPTSP, the need for ongoing staff development and capacity-building is heightened by dynamic regulatory environments and the rapid digitalization of administrative processes (Rany et al., 2024). The implementation of digital platforms, such as the Online Single Submission (OSS) system, requires continuous upskilling and adaptability among civil servants (IJITE, 2025). However, research indicates that many local agencies face obstacles such as limited access to professional development programs, inadequate leadership, and resistance to change (Undip JPGS, 2025; Sonjaya & Sari, 2021). The presence of transparent and objective performance evaluations, as well as equitable compensation and recognition, has been found to directly influence employee motivation and productivity (Al-Sada et al., 2017; Andersson et al., 2022).

The Indonesian government has responded to these challenges by introducing reforms aimed at strengthening institutional capacity and public service quality. The integration of licensing and investment services within DPMPTSP is part of a broader effort to enhance bureaucratic efficiency and accountability (Case Studies PTSP, 2023). However, the success of these reforms relies heavily on the alignment between institutional objectives and HRM strategies (Kaharuddin et al., 2020). Studies across different regions have demonstrated that the presence of competent and empowered human resources is a key determinant of public sector performance (Anwar Prabu et al., 2023; Padang Jurnal, 2025). Benchmarking, continuous training, and leadership development have been recommended as essential strategies for adapting to regulatory and technological changes (Maślikowska & Gibbert, 2019; Andersson et al., 2022). Moreover, fostering an innovative and inclusive organizational culture has been linked to higher employee engagement and improved service delivery (Agarwala et al., 2020; Innotata et al., 2023).

Based on these considerations, this research is motivated to examine the HRM strategies employed by DPMPTSP in Sorong Regency to enhance PAD. The study aims to analyze the implementation of HRM practices such as staff training, performance-based rewards, and transparent leadership and their impact on employee performance and service quality (Hasbiah, 2024; Virtus Interpress, 2025). The research also investigates the barriers encountered in practice, including resource constraints, leadership challenges, and gaps in professional competencies (Prasetyo et al., 2023). By drawing on empirical evidence and contemporary HRM theory, this study seeks to provide actionable recommendations for policy makers and practitioners to strengthen institutional performance and advance regional development (Rany et al., 2024; Maślikowska & Gibbert, 2019). Ultimately, the effective management of human resources is expected to play a transformative role in realizing sustainable growth and equitable prosperity in Papua Barat Daya and similar contexts nationwide (Krasodomska et al., 2023).

## METHODS

This research adopts a qualitative descriptive approach to analyze the human resource management (HRM) strategies applied at the Investment and One-Stop Integrated Service Office (DPMPTSP) in Sorong Regency. The qualitative method is appropriate for exploring complex social phenomena and understanding the perspectives, motivations, and experiences of civil servants regarding HRM practices and their impact on local own-source revenue (PAD) (Rijal Fadli, 2021; Sonjaya & Sari, 2021). Data were collected using in-depth interviews, direct observation, and document analysis. Key informants included the head of DPMPTSP, division heads, staff members, and stakeholders directly involved in licensing and investment processes. Interview protocols were developed based on the research objectives, covering aspects such as HR planning, training, performance appraisal, compensation, and obstacles in HRM implementation (Hasbiah, 2024; Wicaksana et al., 2022). Observations were conducted within the organizational environment to capture actual work dynamics, while document analysis included the review of institutional policies, organizational structures, and performance reports to support primary data (Maślikowska & Gibbert, 2019).

Data analysis was conducted using an interactive model, involving data reduction, data

display, and conclusion drawing/verification (Rijal Fadli, 2021). Data reduction entailed filtering and organizing the collected information according to emerging research themes. The data were then displayed in narrative form, tables, and diagrams to facilitate the identification of patterns and relationships (Widokarti et al., 2023). To ensure the credibility and validity of the findings, triangulation of sources, methods, and informants was applied (Undip JPGS, 2025). Member checking was performed by sharing interview summaries with participants for clarification and validation. Ethical considerations, including informed consent and confidentiality, were maintained throughout the research process. The qualitative approach employed in this study provides a comprehensive understanding of HRM practices at DPMPTSP and offers practical insights for enhancing PAD performance in regional public sector institutions (Virtus Interpress, 2025; Andersson et al., 2022).

## RESULTS AND DISCUSSION

The findings of this study reveal that the implementation of human resource management (HRM) strategies at DPMPTSP Sorong Regency has a substantial impact on the performance and motivation of civil servants, which subsequently affects the increase in local own-source revenue (PAD). Training and capacity-building initiatives, such as workshops and technical guidance, are provided regularly to improve staff knowledge and professional skills. Respondents acknowledged that participation in these programs enhances their understanding of regulatory changes, particularly in relation to the adoption of the Online Single Submission (OSS) system, and supports more efficient licensing services. This aligns with recent research emphasizing the value of continuous professional development in the public sector for fostering adaptability and innovation among government employees (Nurul Agustin et al., 2023; Sugiyanto et al., 2022).

Despite these positive outcomes, several challenges persist in the implementation of HRM strategies. One significant issue reported by informants is the lack of transparent and objective task allocation, which sometimes leads to overlapping responsibilities and role ambiguity. Furthermore, not all civil servants feel adequately rewarded for their work, as the compensation system is perceived to be inconsistent with the workload and performance expectations. These findings are consistent with studies highlighting the importance of fairness and transparency in HR practices for improving job satisfaction and organizational commitment among public sector employees (Tandi & Sari, 2022; Juliawan, 2023).

Another notable finding relates to leadership styles within the organization. While some leaders are proactive in supporting staff development and encouraging participation in training, others are perceived as less inclusive and reluctant to delegate authority or recognize employee contributions. Such variations in leadership behavior can affect morale and inhibit collaboration, as shown in recent literature which underscores the role of transformational leadership in building trust and fostering teamwork in public organizations (Syarifuddin et al., 2024; Yuliana et al., 2022).

Moreover, limited resources and bureaucratic constraints pose additional obstacles to the effective implementation of HRM strategies. Budget shortages often restrict the number of staff who can participate in external training, and procedural delays can hinder the timely delivery of services. Respondents also reported challenges in accessing up-to-date information and best practice

benchmarks due to insufficient inter-agency collaboration. These challenges echo broader findings that resource constraints and bureaucratic inertia remain persistent barriers to HRM reform and service quality improvements in the Indonesian public sector (Rohman et al., 2022; Aini & Syah, 2024).

Overall, the study highlights both progress and areas for improvement in HRM at DPMPTSP Sorong Regency. There is clear evidence that targeted training, transparent performance management, and supportive leadership can drive higher employee motivation, more efficient service delivery, and ultimately, increased PAD. However, to realize the full benefits of HRM reforms, the organization must address issues of fairness in compensation, strengthen leadership capacity across all levels, and ensure adequate resources for ongoing staff development. These findings suggest that a holistic approach to HRM combining professional training, transparent reward systems, participatory leadership, and inter-agency collaboration is essential for optimizing public sector performance and sustaining regional economic growth (Arifin et al., 2024; Hendrawan & Jannah, 2022).

### **The Implementation of Human Resource Management Strategies at DPMPTSP for Increasing Local Revenue**

The study demonstrates that the DPMPTSP of Sorong Regency has made considerable efforts to implement HRM strategies aimed at improving employee competencies and boosting PAD (local own-source revenue). Key strategies include periodic training, technical guidance, and workshops to update staff skills, especially on new regulatory mechanisms such as the Online Single Submission (OSS) system. Informants reported that such initiatives enhanced their understanding of licensing procedures and promoted more effective service delivery, which is crucial for attracting investment and supporting local economic growth. However, the implementation of these strategies varies across divisions, depending on leadership commitment and available resources (Budi, Irian Sadipun Komber, et al., 2025). This finding aligns with recent studies that identify staff development and adaptive learning as critical drivers of effective public sector performance (Arifin et al., 2024; Sugiyanto et al., 2022).

### **The Effectiveness of Employee Development, Compensation Systems, and Performance Management**

The results indicate that while staff training and professional development activities have a positive impact, the compensation and reward systems at DPMPTSP are not yet fully aligned with employee expectations and actual workloads. Some civil servants expressed concerns about the lack of transparency in task distribution and the perceived unfairness in compensation, which can undermine motivation and productivity. Effective performance management is also hindered by inconsistent evaluation practices and insufficient feedback mechanisms. To address these challenges, the study suggests the need for a more transparent and merit-based approach to compensation and performance appraisals, as supported by literature on public sector HRM best practices (Juliawan, 2023; Tandi & Sari, 2022). Strengthening these systems would likely increase job satisfaction and drive higher organizational commitment, resulting in improved public services and increased PAD.

### **Obstacles in the Implementation of HRM Strategies and Innovative Solutions for Enhancing PAD Contribution**

Despite the progress in HRM initiatives, several obstacles remain. These include limited budget allocations for staff training, bureaucratic inertia, and inconsistent leadership practices across organizational units. Some leaders are proactive and supportive, while others are less participative, which affects the overall work climate and hampers cross-functional collaboration. Additionally, lack of benchmarking and insufficient access to best practices from other regions impede continuous improvement. To overcome these barriers, the research recommends a holistic HRM approach: increasing resource allocation for training, fostering participatory and transformational leadership, and promoting inter-agency collaboration for knowledge sharing. Digital transformation and the adoption of integrated HR information systems can further support these innovations by improving data management and streamlining administrative processes (Syaifuddin et al., 2024; Rohman et al., 2022). Such comprehensive reforms are essential to unlock the full potential of HRM in supporting the DPMPTSP's mission to increase PAD.

### SUMMARY

In summary, the findings affirm that strategic HRM practices at DPMPTSP positively influence civil servant performance and local revenue generation, but their impact is constrained by systemic and organizational challenges. Addressing these issues requires continuous investment in employee development, transparent and equitable reward systems, and visionary leadership. The integration of digital tools and inter-regional benchmarking can further accelerate progress toward achieving sustainable improvements in local government performance and service quality.

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