

THE INFLUENCE OF LEADERSHIP AND ORGANIZATIONAL CULTURE ON NURSES' PERFORMANCE THROUGH MOTIVATION AS AN INTERVENING VARIABLE

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Abstract

In the midst of the globalization era and intense competition in the workforce, the quality of human resources (HR) becomes the main indicator in determining the quality of an organization, including government agencies. HR plays a vital role in supporting the success of organizational performance. The Communication and Informatics Office (Diskominfo) of Ciamis Regency is one of the agencies responsible for public services, especially through the Public Information and Communication Division. This division carries out several important tasks, such as: (1) providing cross-sectoral content and managing public communication media, (2) strengthening the capacity of public communication HR as well as providing access to information, and (3) coordinating technical activities, monitoring, and supervision in managing public opinion and aspirations within the regional government environment. Through these various tasks, it can be concluded that the presence of competent HR is crucial for the successful implementation of these duties, as it directly impacts the wider community in Ciamis Regency. However, in the Strategic Plan of Diskominfo Ciamis Regency for 2025–2026, it is mentioned that there is still a limitation in the number of HR with adequate qualifications to support the implementation of functions in the field of public information and communication. This problem becomes the main background of this study, which aims to analyze HR development in order to improve performance efficiency in that field. This study uses a qualitative approach with a case study method, and data collection techniques are carried out through observation, interviews, and documentation. Based on the results of four months of observation and interviews with Mr. Wahyu Widiartono, it was found that the quality of HR in the Public Information and Communication Division of Diskominfo Ciamis is already quite good, but still limited. This finding aligns with what has been stated in the Diskominfo Strategic Plan (RENSTRA) document for 2025–2026.

Keywords: Human Resources, Institutional Quality Improvement, Communication and Informatics Office of Ciamis Regency

A. INTRODUCTION

Demographic bonus has become a widely discussed topic by various countries, including Indonesia. It is estimated that by 2030, Indonesia will experience a demographic bonus, which is when the number of the working-age population exceeds that of the non-working-age population. This condition presents a great opportunity for the government to improve the quality of human resources (HR). In the context of public services, the role of HR is crucial in determining the quality of services provided by government agencies. This aligns with the Regulation of the Minister of Home Affairs Number 86 of 2017 Article 1 Paragraph 1, which states that regional governments are administrators of governmental affairs based on the principles of autonomy and assistance tasks within the framework of the Unitary State of the Republic of Indonesia.

In this understanding, regional governments have the primary responsibility to provide optimal services to the community, and achieving this goal heavily depends on the quality of the HR they possess. The Communication and Informatics Office of Ciamis Regency, particularly the Public Information and Communication Division, is one unit directly related to public service delivery. Therefore, the presence of competent HR is an indispensable necessity. However, analysis results show that there are still several aspects of HR that need improvement in this division. This is reinforced by statements in the Strategic Plan document of the Communication and Informatics Office for 2025–2026, which reveals that limitations in both the quantity and qualifications of HR remain obstacles in carrying out tasks and functions in the Public Information and Communication Division.

Through this scientific journal, we will explore more deeply the “Analysis of Human Resource Development in Improving the Performance Efficiency of the Public Information and Communication Division at the Communication and Informatics Office of Ciamis Regency.”

B. LITERATURE REVIEW

Human Resource

Human Resource Development (HRD) is a strategic and planned process aimed at improving the quality of individuals within an organization, covering aspects of technical competence, work capacity, and leadership potential (Asriani et al., 2024). Hasibuan (2016) explains that HR development is not only intended to meet the current needs of the organization but also to prepare individuals to face future challenges and changes. This includes various activities such as training, continuous education, career development, job rotation, and coaching.

According to Tanuwijaya (2025), HR development focuses not only on enhancing technical skills but also touches on psychological and moral aspects, such as building high work motivation, improving professional ethics, and developing strategic thinking patterns. The ability for long-term thinking and adaptability to change becomes very important, especially amid the era of technological disruption and digitalization of public services (Pakudu R, 2024).

In the context of government, HR development becomes a main pillar in efforts to realize a bureaucracy that is professional, accountable, and responsive to community needs. Sedarmayanti (2018) emphasizes that the quality of public services is greatly influenced by the quality of the apparatus that delivers them. Therefore, civil servants (ASN) are required to continuously improve their capacities through mastery of information technology, public communication skills, and understanding of regulations as well as evolving social dynamics (Yulianto & Harsoyo, 2023).

Amid the demands of globalization and rapid digital transformation, government agencies are expected to be not only administratively efficient but also innovative in delivering services. Superior, adaptive, and performance-oriented HR becomes an important asset for organizations in responding to contemporary challenges (Handayani, 2024). With sustainable HR development, it is hoped that government agencies will be able to create a dynamic, collaborative, and highly competitive work environment, which ultimately supports the optimal achievement of the organization's vision and mission (Rassaty et al., 2025).

Performance Efficiency

Performance efficiency describes an organization's ability to achieve its goals or work results optimally by utilizing minimal resources and reducing waste in operational processes (Bachtiar et al., 2024). This concept emphasizes the importance of high productivity accompanied by the proper use of time, effort, cost, and facilities. In the context of government institutions, efficiency is measured not only by how quickly a program is implemented but also by how accurately public services are delivered without burdening the state budget while maintaining service quality for the community (Monoarfa, 2012).

Performance efficiency in the public sector becomes an important indicator in assessing the success of bureaucratic reform. Civil servants (ASN) are required to be able to complete tasks professionally, respond to community needs, and adapt to changes (Efendi & Frinaldi, 2024). This ability is strongly influenced by various factors, including individual competence, organizational management systems, and adequate information technology support (Siagian, 2015). Individual competence includes knowledge, skills, and work attitudes aligned with job requirements, while organizational management involves work systems, structure, and policies that support efficiency (Sari et al., 2024). On the other hand, advances in information technology can accelerate service processes, improve filing systems, and increase transparency and work accountability (Salini et al., 2025).

Improving performance efficiency cannot be separated from effective human resource management strategies (Gunawan, 2024). Developing HR capacity through training, technical guidance, providing incentives, and measurable performance evaluation systems will strengthen both individual and organizational performance as a whole (Cuk Jaka, 2025). In the public sector, good HR management strategies will produce professional apparatuses oriented toward results and with high integrity (Parlina et al., 2023). Thus, performance efficiency can continuously improve alongside the enhancement of HR quality, support for adaptive work systems, and optimal utilization of technology. This is especially relevant for agencies like the Communication and Informatics Office, which plays an important role in delivering public information quickly, accurately, and efficiently.

C. RESEARCH METHODOLOGY

This study uses a qualitative approach as the main method. According to Prof. Dr. Sugiyono in his book *Quantitative, Qualitative, and R&D Research Methods*, this method emphasizes the researcher's direct and intensive involvement in the field. The researcher carefully records various important details during the data collection process and then conducts reflective analysis on relevant documents, ultimately producing a detailed research report.

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The approach used in this study is also in the form of a case study, which is a method focused on an in-depth understanding of a particular object, phenomenon, individual, or group in a real-life situation. As explained by Poltak Hendrik and Widjaja Rianto Robert (2024), the case study method provides researchers with the opportunity to observe actual conditions in the field directly. Data collection techniques were carried out through observation, interviews, and documentation over approximately four months, from February 17 to June 20, 2025. The research location was at the Communication and Informatics Office of Ciamis Regency, focusing on the Public Information and Communication Division.

During this internship, we participated in activities related to public information, including content creation, infographics, and direct fieldwork such as video recording, which would later be published on social media. The purpose of these activities was to inform the public about all matters concerning Ciamis Regency, including government activities, hoaxes, and others.

D. RESULTS AND DISCUSSIONS

During our four-month internship program at the Communication and Informatics Office of Ciamis Regency, we gained various insights, one of which is about the importance of the role of human resources. We realized that the presence of human resources (HR) is vital and actively contributes to the operations of an organization, not only in terms of quantity but also quality. In the government environment, responsive HR with a high level of commitment is needed to carry out tasks quickly and accurately.

Emiyani and Rusmana (2023) state that human resources are individuals who work within an organization, commonly known as human resources (HR). Another perspective views HR as an important asset in an organization because they possess the intellectual competencies needed to drive progress. Furthermore, HR can be classified into two scopes: micro and macro. On a micro level, HR refers to individuals working and being part of an institution, such as employees, laborers, or workers. On a macro level, HR includes the entire working-age population of a country, both those currently employed and those not employed (Hakam Abdul Irhash et al., 2023).

According to Sihite (2018), HR are employees or workers within an organization who hold a crucial role in achieving goals. In line with this, Ndraha (2012) defines human resources as the population who have the readiness, willingness, and ability to contribute toward achieving organizational targets (Juwanto & Kuntadi, 2022).

From the definitions above, it can be concluded that human resources are the people who serve as important assets for an organization's functioning in achieving its goals. The Communication and Informatics Office, especially the Public Information and Communication Division, requires capable human resources in terms of both quality and quantity. However, based on the analysis and observations we conducted during the internship, the human resources in the Public Information and Communication Division are still insufficient in quantity. This is evidenced by statements in the Strategic Plan (Renstra) document of the Communication and Informatics Office of Ciamis Regency for 2025–2026 and the interview with Mr. Wahyu Widiartono:

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“The existing quantity is still very limited, especially with current regulations that prohibit recruitment of non-civil servants. Ideally, we need many people or proportional team members, but this is still far from reality. According to SPBE, the Public Information and Communication Division only works on one index, the public information openness index, which includes HR development. For HR composition, we classify based on capacity, skills, and academic history as an initial step in HR development. Despite this, the division also has HR development sub-activities, although currently, they are difficult to realize optimally due to efficiency measures. Why efficiency? Because HR development is closely related to training held in certain locations, either at the Provincial Government or Ministries. Currently, there are massive efficiency cuts including on business travel and seminar activities because the budgets have been drastically reduced in the Work Plan, as this is part of public information documents.”

This statement indicates that budget efficiency is one of the factors causing a shortage of human resources in the Communication and Informatics Office of Ciamis Regency, especially in the Public Information and Communication Division. Despite the limited quantity due to efficiency, they have a strategy, as stated in the interview:

“We plan a budget of up to 60 million IDR for HR development. Not just for one division or NTPD, but for the entire team. We have even projected media analytics management within HR development. HR development is supported by a strategy, which is by forming TEAMS. If something is formed from a system, it has subsystems; here, the subsystems are 8 teams forming a system called the Public Information and Communication Division. These 8 teams consist of the Release and Video Team, Videography Team, Graphics Team, Editor, Media Analytics Team, Creative Team, Administration Team focusing on field-related administration like reporting, and Social Media Admin who manages social media including interaction with the public. Each team’s implementation naturally varies due to different functions, but we make everything integrated (connected to each other). For example, releases are related to videos because releases are the “mother of content,” from which the core public information is taken for captions or explanations on social media.”

Furthermore, the source stated:

“News releases collaborate with PROKOPIM, OPDs, because many public information items shared by related OPDs are republished. For example, collaborations happen on release products and social media content with the media. With third parties like NTPD collaborating with third parties. With vertical agencies, for example, Spanlapor which is a central application.”

Besides the interview results, we also obtained data regarding achievements held by the Communication and Informatics Office of Ciamis Regency, including:

1. The district/city with the highest number of news dissemination portals in West Java in 2023.
2. SPAN LAPOR ranked among the top 30 in Indonesia (no specific ranking from 1 to 30).

3. Best Ombudsman in West Java.
4. Best clicks in West Java for countering local hoax issues.
5. PPID (Information and Documentation Management Officer) status improved from yellow zone to blue zone with a final score of 88.94, just 1.06 points away from being fully informative—we are moving toward being informative.
6. *Warta Ciamis Dalam Sepekan* (Ciamis Weekly News) edition in three languages is the only one in Indonesia that adopts Sundanese, Indonesian, and English.
7. The only district/city with an integrated public information system. For example, to learn about Ciamis over one year, you can watch *Kaleidoscope*; to know about Ciamis in one month, watch *Editorial of the Moon*; and to know about Ciamis in one week, watch *Warta Ciamis Dalam Sepekan*.
8. Possesses an Indonesian national anthem video version made by Ciamis Regency.
9. The YouTube account of Diskominfo Ciamis has 20,000 followers, surpassing the provincial government's YouTube account

These achievements are certainly a source of pride, as they demonstrate the high quality of human resources despite limited capacity. According to Garini and Rahman (2024), several factors support and hinder human resource management strategies aimed at improving employee performance, particularly at the Communication and Information Office in Banjar City. The supporting factors include adequate human resource skills aligned with their main duties and functions (tupoksi), consistent year-on-year increases in performance targets, and timely completion of tasks. On the other hand, hindering factors are the lack of human resource training and development, budget limitations for providing proper training and facilities, and a shortage of staff with relevant educational backgrounds for their duties. These findings align with the conditions at the Communication and Information Office in Ciamis Regency, where limited training and development are also caused by budget constraints.

Meanwhile, Kristian (2023) highlighted a notable example of human resource development at the village government level: the inauguration of a Digital Library in Cibiru Wetan Village. The event was attended by the Head of the Bandung Regency Library and Archives Office, representing the Regent, as well as the Village Head, village officials, the Literacy Ambassador, community organizations, educators, and students from local schools. Village Head Hadian Supriatna stated that the digital library is part of the village's digital transformation. This kind of initiative could inspire the Communication and Information Office of Ciamis Regency to collaborate with the Ciamis Regency Library Office to develop similar facilities as part of their efforts to strengthen human resources.

E. CONCLUSION

Through our four-month field observation, interviews, and a review of the 2025–2026 Strategic Plan of the Ciamis Regency Communication and Informatics Office, we've concluded that the human resources, particularly in the Public Information and Communication Division, are performing well, but are still limited.

Based on our findings, we propose the following solutions to strengthen human resources: 1) Establish a Digital Library: Collaborate with the Ciamis Regency Library Office to create a digital library that provides access to various learning resources. 2) Implement

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Structured Planning: Adopt a more structured planning approach for tasks to ensure goals are met efficiently, even when staff are handling multiple responsibilities. 3) Optimize Budget Allocation: Minimize official travel expenses and reallocate those funds toward professional development and skill-building programs. 4) Utilize Free Online Training: Encourage employees to participate in free online programs, such as the West Java Youth Innovation Platform organized by the West Java Provincial Youth and Sports Office.

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