

The Effectiveness of the Regional Technical Implementation Unit for Human Resource Development Facilities in Contributing to Kuningan's Local Own-Source Revenue

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Abstract

This study aims to evaluate the effectiveness of the Regional Technical Implementation Unit for Human Resource Development Facility Management (UPTD PFPSDM) in Kuningan Regency in contributing to the achievement of regional revenue (PAD) targets from retribution. The analysis adopts Steers' (1985:8–11) organizational effectiveness model, which comprises four main components: organizational characteristics, environmental characteristics, worker characteristics, and managerial policies and practices. A qualitative descriptive approach was employed, with data collected through direct observation, in-depth interviews, and document analysis. The findings reveal that the effectiveness of UPTD PFPSDM remains suboptimal. Identified challenges include underutilization of training facilities, a limited number of competent functional personnel, and a lack of innovation in training service management. Moreover, an unsupportive external environment and administratively driven managerial policies further hinder the unit's competitiveness. To enhance effectiveness, organizational capacity must be strengthened, adaptive marketing strategies developed, and collaboration networks with training service users expanded. This study is expected to inform policy formulation aimed at increasing PAD contributions through more professional and responsive training facility management.

Keywords: Effectiveness, Organization, Retribution, Regional Revenue, Human Resources.

INTRODUCTION

As part of the bureaucratic system responsible for implementing public policies, civil servants (Aparatur Sipil Negara or ASN) play a vital role in delivering public services and ensuring effective governance (Everest & Sharma, 2021). In this context, improving the quality and competence of ASN is a top priority in achieving the vision and mission of regional governments. In Kuningan Regency, enhancing ASN competence serves as a strategic approach to improving public service

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delivery. Highly competent civil servants are expected to perform their duties professionally, responsively, and accountably, in alignment with public needs (McKinsey & Company, 2023). Given the dynamic nature of governance and the increasingly complex demands of service delivery, capacity development for ASN is essential to enable them to adapt to policy changes, regulatory shifts, and technological advancements (World Economic Forum, 2022).

To support this goal, the Kuningan Regency Government established a dedicated organizational unit under the Agency for Civil Service and Human Resource Development, known as the Regional Technical Implementation Unit (UPTD) for Human Resource Development Facility Management (PFPSDM). According to Kuningan Regent Regulation No. 376 of 2022 concerning the Second Amendment to Regent Regulation No. 93 of 2019 on the Establishment, Duties, and Functions of Regional Technical Implementation Units within Regional Government Agencies, the UPTD PFPSDM is tasked with planning, managing, and implementing capacity development activities for civil servants in the region. This unit acts as a facilitator in enhancing the capacity and professionalism of ASN through various training programs, educational initiatives, and skill development activities, thereby supporting more effective and efficient local governance.

The strategic importance of UPTD PFPSDM lies in its dual role within the governance framework of Kuningan Regency: 1) To cultivate a professional and high-performing ASN workforce through structured training and competency development programs; 2) To manage and utilize regional government-owned training facilities such as the auditorium, classrooms, and dormitories which serve as a significant source of regional revenue (PAD) through service retribution. This mandate is reinforced by Kuningan Regent Regulation No. 50 of 2021 on the Retribution for the Use of Regional Assets under the Management of the UPTD PFPSDM, which regulates the scope of retribution objects and the tariff structure for the use of regional assets administered by the unit.

Table 1 Types and Rates of Retribution Charges

No	Description of Facility Usage	The amount of the tariff (Rp.)
1	Auditorium and its Facilities	
	Government Institutions	500.000/day
	Private Entities	600.000/day
2	Classroom	
	Government Institutions	200.000/day/class
	Private Entities	300.000/day/class
3	Dormitory A	
	Government Institutions	125.000/day/room
	Private Entities	150.000/day/room
4	Dormitory B	
	Government Institutions	150.000/day/room
	Private Entities	200.000/day/room

Source: Kuningan Regent Regulation No. 50 of 2021

However, in practice, these two key roles have not been carried out optimally. This is evident from the limited scope of capacity-building and competency enhancement programs, which have yet to reach all civil service positions within Kuningan Regency. Furthermore, the regional retribution revenue generated from the management of government assets such as the rental of buildings, dormitories, and other facilities under the administration of UPTD PFPSDM has consistently failed to meet its annual targets. These revenue targets, which are predefined, remain unmet despite the strategic role envisioned for the unit. Table 2 presents the 2023 and 2024 retribution targets and actual realizations for UPTD PFPSDM, based on data from the Performance Accountability Report (LAKIP) of the Regional Revenue Agency (BAPPENDA).

Table 2 Retribution Achievement Data of UPTD PFPSDM, Kuningan Regency

No	Year	Target (IDR)	Actual Revenue (IDR)	Achievement (%)
1	2023	330.000.000	80.050.000	24,26
2	2024	346.000.000	61.500.000	17,75

Source: Performance Accountability Report (LAKIP), Regional Revenue Agency (BAPPENDA), Kuningan Regency, 2023 and 2024

The data presented in Table 2 indicates a decline in retribution revenue and a consistent failure to meet the targeted local revenue (PAD) figures. These issues negatively impact the performance quality of UPTD PFPSDM and, in the long term, may jeopardize the sustainability of the organization itself.

Numerous studies have previously examined the management of regional assets or Regional Government-Owned Goods (Barang Milik Daerah/BMD). For instance, Nilla (2022) analyzed asset utilization to increase PAD in Sarmi Regency and found that asset management was not yet optimal due to the lack of clearly defined tariff structures, leading to unmeasurable revenue outcomes (Nilla, 2022). Similarly, Widiantari and Jayantiari (2017) investigated asset management in Denpasar City and concluded that the city had not managed its assets effectively to maximize regional revenue (Widiantari & Jayantiari, 2017). Another study by Riyono (2013), focusing on East Java Province, revealed that asset utilization remained suboptimal in enhancing PAD, despite the existence of partnership-based land asset use (Riyono, 2013).

The present study differs from these prior works in that it focuses specifically on the organizational effectiveness of a technical unit namely, UPTD PFPSDM in an effort to uncover internal and external barriers that affect its performance. Therefore, this research seeks to analyze the organizational effectiveness of UPTD PFPSDM in improving retribution-based regional revenue (PAD) in Kuningan Regency, and to identify key factors contributing to its underperformance. The findings are expected to guide recommendations aimed at improving governance practices within the UPTD and optimizing the utilization of training and

human resource development facilities as a significant potential source of regional income.

LITERATURE REVIEW

Effectiveness

Effectiveness originates from the word effective, which, according to the Indonesian Dictionary (Kamus Besar Bahasa Indonesia), refers to something that produces an effect, is potent, yields results, is useful, or has come into force (KBBI, 2020). Ravianto (2014) defines effectiveness as “the extent to which a task is performed well, and the extent to which individuals produce outcomes as expected. A task is considered effective when it is completed as planned in terms of time, cost, and quality” (p. 11). Similarly, Wiyono (2007) states that “effectiveness refers to an activity that is carried out and results in impacts and outcomes in accordance with expectations” (p. 137). Syam (2020) defines effectiveness as the degree to which actual outputs align with expected outputs based on the amount of input used, either within an organization or by an individual (p. 130).

This concept aligns with Khumayah (2021), who argues that the effectiveness of resource utilization can be measured by the accuracy of management and allocation processes. Furthermore, Wulandari et al. (2021) found that digital media is highly effective in enhancing promotion and information dissemination, indicating that effectiveness is reflected in ease of use and the achievement of optimal objectives.

According to Akhmad (2019), effectiveness is associated with the degree of success in public sector operations; an activity is effective if it significantly impacts the organization's ability to provide public services aligning with predefined objectives, measured by whether targets and goals have been achieved (pp. 155–156).

Based on the various expert perspectives above, effectiveness can be concluded as the extent to which actions are carried out as planned and lead to the achievement of desired objectives.

Organizational Effectiveness

Before discussing the concept of organizational effectiveness, it is essential to first understand the definition of an organization. An organization is a consciously coordinated social unit, composed of two or more individuals, that functions relatively continuously to achieve common goals (Barnard, 1938). Organizations are established to coordinate various resources human, material, and financial to attain results that cannot be achieved individually (Robbins & Coulter, 2012).

According to Robbins and Coulter (2012), an organization is a systematically structured entity with defined objectives and people who work collaboratively to achieve those objectives. Similarly, Siagian (2008) defines an organization as any form of partnership between two or more individuals who work together within a formal and rational division of tasks to accomplish specific goals. Hessel Nogi Tangkilisan (2005) views an organization as the arrangement of resources within a

set of coordinated work activities, each of which has been systematically structured to achieve predetermined goals. Within the organization, each member is assigned roles, authority, and responsibilities, all of which are coordinated to achieve the organization's objectives that are formulated collectively and pursued in a cooperative manner.

Thus, an organization is not merely a container for activities but rather a dynamic system in which each component has an interrelated role and function (Robbins & Coulter, 2012). The effectiveness of an organization is largely determined by how well its structure, processes, and resources are managed to support the efficient and sustainable attainment of its goals (Robbins & Coulter, 2012)

Organizational effectiveness refers to the extent to which an organization is able to achieve its objectives optimally, both in terms of outcomes (outputs) and the processes involved in achieving them. Effectiveness goes beyond simply meeting targets; it also reflects the organization's capacity to manage resources efficiently, adapt to change, and sustain performance over the long term (Wikipedia, 2025).

According to Georgopoulos and Tannenbaum, as cited in a foundational study from the *American Sociological Review* (1957), organizational effectiveness is defined as: "...the extent to which an organization as a social system, given certain resources and means, fulfills its objectives without incapacitating its means and resources and without placing undue strain upon its members" (Georgopoulos & Tannenbaum, 1957; quoted in Price, 1972). This definition emphasizes that an organization is considered effective when it efficiently uses available resources to achieve goals without causing excessive stress to its members (Georgopoulos & Tannenbaum, 1957; Price, 1972).

Robbins (2008) defines organizational effectiveness as the degree to which an organization achieves its goals, influenced by individuals, groups, and organizational structures. Gibson, Ivancevich, and Donnelly (1997) similarly describe organizational effectiveness as the extent to which an organization successfully attains its predetermined objectives.

The assessment of organizational effectiveness relies on several measurement indicators. Duncan, as cited in Steers (1985), identifies three key indicators of effectiveness: (1) goal achievement, (2) adaptation, and (3) integration. Gibson (1985) outlines five criteria for measuring effectiveness: (1) productivity, (2) efficiency, (3) satisfaction, (4) adaptability, and (5) organizational development. Additionally, Etzioni (1964), as discussed in contemporary literature (Wikipedia, 2025), proposes four criteria: (1) adaptation, (2) integration, (3) motivation, and (4) production.

Furthermore, Steers (1985, p. 209) reinforces that organizational effectiveness is the ability of an organization to meet both internal and external demands by utilizing its resources productively

Several commonly used indicators of organizational effectiveness include:

1. Goal Achievement
The extent to which an organization is able to fulfill its planned objectives and targets.
2. Productivity
The ratio between the inputs utilized and the outputs produced, reflecting operational efficiency.
3. Adaptability
The organization's ability to respond effectively to both internal and external environmental changes.
4. Stakeholder Satisfaction
The level of satisfaction among key stakeholders, including employees, service users, and government authorities.
5. Growth and Development
The organization's capacity to grow sustainably, particularly in terms of human resource quality and service capability.
6. Internal Stability
The organization's ability to maintain internal cohesion, order, and coordination.

By considering these indicators, an organization such as UPTD PFPSDM can be evaluated more objectively to assess the extent to which its duties and functions have been carried out effectively in supporting the enhancement of regional retribution revenue.

Determinants of Organizational Effectiveness

The determinants of organizational effectiveness are various elements or variables that directly or indirectly influence an organization's ability to achieve its goals optimally. These factors include internal aspects such as human resources, organizational structure, work systems, and leadership, as well as external aspects such as the environment, regulations, and policy support (Robbins & Coulter, 2012). According to Moore (cited in Sutarto, 1991), the principles or factors that influence organizational effectiveness include (1) unit organization, (2) span of control, (3) control, (4) leadership, (5) delegation of authority, (6) subordinates' ideas, (7) motivation, and (8) specialization (Moore, as cited in Sutarto, 1991). Robbins (1996) identifies four management functions that affect organizational effectiveness: planning, organizing, leading, and controlling (Robbins, 1996). Gulick and Urwick, as cited in Sutarto (1991), further highlight organizational principles influencing effectiveness: (1) placing the right people within the structure, (2) leadership, (3) unity of command, (4) separation of line and staff roles, (5) organizational work units, (6) delegation and application of the exception principle, (7) balance between responsibility and authority, and (8) span of control (Gulick & Urwick, as cited in Sutarto, 1991). These views suggest that assigning individuals within the organizational structure must be done selectively and according to their competencies, as this impacts both individual performance and organizational productivity (Gulick & Urwick, as cited in Sutarto, 1991; Robbins & Coulter, 2012)

Meanwhile, according to Steers (1985:8–11), there are four factors that influence organizational effectiveness, namely:

1. According to Steers (1985:8–11), there are four key factors that influence organizational effectiveness. First, organizational characteristics, which include organizational structure, size, technology, as well as the goals and strategies adopted. Organizations with clear and efficient structures tend to coordinate tasks and responsibilities more easily, thereby enhancing their overall effectiveness. Similarly, organizations with adaptive strategies aligned with their objectives are more likely to survive and grow in dynamic environments.
2. Second, environmental characteristics, referring to external conditions such as government regulations, market demands, support from other institutions, socio-political dynamics, and technological developments. Organizations that can quickly and accurately adapt to and respond to environmental changes tend to achieve higher levels of effectiveness.
3. Third, employee characteristics, including educational background, skills, motivation, work attitudes, and employee loyalty. The quality and competence of human resources (HR) are critical assets that determine an organization's productivity and performance. Professional and highly dedicated employees significantly contribute to the effective achievement of organizational goals.
4. Fourth, managerial policies and practices, which relate to leadership styles, decision-making systems, work procedures, performance management, evaluation systems, and internal communication. Appropriate managerial policies and practices foster a healthy organizational climate and contribute to achieving overall effectiveness.

Upon examining the various expert perspectives mentioned above, it becomes evident that most determinants of organizational effectiveness are ultimately centered on the achievement of organizational goals (Daft, 2016; Robbins, 2008). While some scholars emphasize human resource management, a deeper analysis reveals that these too converge on the concept of goal attainment, as effective performance is often defined in terms of how well an organization achieves its intended objectives (Richard et al., 2009). The primary strength of this approach lies in the idea that organizational success is measured not only by internal objectives but also by external perceptions of what the organization is expected to accomplish (Cameron & Whetten, 1983).

Since every organization has its own unique goals, it is reasonable to acknowledge the distinctiveness involved in conducting objective evaluations. Given that the focus of this study is the organizational unit UPTD for Human Resource Development Facility Management (PFPSDM) in Kuningan Regency, the measurement of organizational effectiveness is conducted using Steers' (1985) theoretical

framework. This framework is especially relevant because the effectiveness of UPTD PFPSDM must be assessed comprehensively by considering both internal components (such as human capital and structure) and external factors (such as policy environment and stakeholder expectations) (Steers, 1985).

METHOD

This study employs a qualitative method with a descriptive approach. Data collection was conducted through interviews, observation, and documentation. The key informant involved in this research was the Head of the UPTD for Human Resource Development Facility Management. The research site was located at the office of the UPTD PFPSDM in Kuningan Regency. The data analysis process followed several steps: data collection, data reduction, data presentation, and conclusion drawing. To ensure the validity of the findings, the study used triangulation techniques, particularly source triangulation. To assess the effectiveness of the UPTD PFPSDM, the data obtained from interviews and observations were compared with literature sources and document analysis, including regional regulations related to the establishment, duties, and functions of the UPTD PFPSDM within regional government agencies. The analysis also involved regulations on the utilization of regional assets and the generation of local revenue (PAD), as documented by the Regional Revenue Management Agency (BAPPENDA) of Kuningan Regency. This series of processes was carried out systematically and objectively to examine the organizational effectiveness of the UPTD for Human Resource Development Facility Management in Kuningan Regency.

RESULT AND DISCUSSION

Organizational Characteristics

According to Steers (1985:9–10), organizational characteristics constitute one of the key elements influencing organizational effectiveness. These characteristics include the structure, goals, technologies employed, and the size and complexity of the organization. The UPTD for Human Resource Development Facility Management (PFPSDM) of Kuningan Regency, which operates under the Agency for Civil Service and Human Resource Development (BKPSDM), possesses distinct organizational features as well as a number of challenges that affect the effectiveness of its task implementation.

Structurally, UPTD PFPSDM functions as a technical implementation unit operating under the coordination of BKPSDM. It follows a hierarchical structure with formally defined roles, responsibilities, and authorities. However, in practice, this structure faces several constraints, such as a limited number of personnel and restricted authority in making strategic decisions. The unit remains heavily dependent on its parent organization for policy direction and resource allocation, which can hinder its responsiveness to field-level demands especially in the management of dynamic training facilities.

In terms of organizational goals, UPTD PFPSDM serves two interrelated strategic functions. First, it acts as a facilitator for civil servant competency development by providing training infrastructure and facilities. Second, it manages regional training assets with the potential to generate local revenue (PAD) through retribution mechanisms. Although both objectives are formally defined, in practice the unit tends to focus more on its internal service roles supporting civil service training programs mandated by the parent agency while the asset management function as a source of PAD remains underdeveloped. This is primarily due to limitations in the authority of the UPTD PFPSDM head to execute marketing strategies, implement modern facility reservation systems, and enhance the engagement of external users in utilizing available facilities.

In terms of technology and operational systems, UPTD PFPSDM still struggles with effectively utilizing information technology. Administrative processes, retribution records, and facility management are still handled manually or in a semi-digital format. The absence of an integrated information system reduces work efficiency and increases the risk of data entry errors, which in turn impacts the accuracy of financial reporting and facility planning.

Regarding organizational size and complexity, UPTD PFPSDM is considered a small unit in terms of staffing and budget allocation. Nonetheless, the complexity of its responsibilities is high. The unit is required to accommodate the evolving training needs of civil servants while simultaneously managing and promoting its training facilities to make a meaningful contribution to PAD. The gap between the unit's organizational capacity and the complexity of its duties is a major factor contributing to the low effectiveness in achieving its dual objectives in a balanced manner.

In summary, from the perspective of organizational characteristics, UPTD PFPSDM requires strengthening in several areas particularly in establishing a more flexible working structure, improving technological utilization, and securing strategic policy support from its parent agency. Without improvements in these dimensions, it will be difficult for the unit to optimize its effectiveness in contributing to PAD through the utilization of training assets.

Environmental Characteristics

According to Steers (1985:10), environmental characteristics refer to external factors beyond the organization's direct control, yet they have a significant impact on its operational activities. For the UPTD for Human Resource Development Facility Management (PFPSDM) in Kuningan Regency, the environment includes the policy environment, socio-political conditions, technological developments, the local economy, and inter-agency or external stakeholder relations.

From a regulatory perspective, UPTD PFPSDM operates within a regional policy framework that governs local retribution, asset management, and the development of civil service human resources. Its

operations are guided by two key regulations: Kuningan Regent Regulation No. 376 of 2022 on the Second Amendment to Regent Regulation No. 93 of 2019 concerning the Establishment, Duties, and Functions of Regional Technical Implementation Units within Local Government Agencies, and Kuningan Regent Regulation No. 50 of 2021 concerning Retribution for the Use of Regional Assets by the UPTD for Human Resource Development Facility Management. In practice, the UPTD has implemented these policies consistently, utilizing all available resources.

From the social and market demand perspective, UPTD PFPSDM has strategic potential to become a provider of training services not only for civil servants, but also for the general public, educational institutions, and the private sector. However, limited promotion and lack of efforts to establish cross-sector collaboration have led to underutilization of its training facilities by external parties. This issue is linked to the restricted authority of the UPTD PFPSDM head, who operates under the policy direction of the BKPSDM head. As a result, the organization has not yet fully demonstrated the capacity to interpret external market dynamics or to adapt its services accordingly.

Technological factors also play a decisive role. In the current digital era, training institutions are expected to offer online reservation systems, e-learning-based training services, and information technology-based asset management systems. Unfortunately, UPTD PFPSDM lacks adequate digital infrastructure to meet these needs. Consequently, the competitiveness of its training services remains low when compared to private institutions or other agencies that have already adopted modern technologies in their operations.

Furthermore, the external relationships of the UPTD with other local government agencies (OPDs), the education sector, and private partners remain limited. The lack of cross-sector coordination and communication often results in missed opportunities for collaboration in utilizing training facilities. Strong external support could, in fact, become a crucial driver of increased retribution revenue, whether through facility rental agreements, joint training programs, or customized training initiatives tailored to local industry needs.

In conclusion, the environmental characteristics surrounding UPTD PFPSDM are not yet fully conducive to supporting organizational effectiveness, particularly in enhancing PAD through retribution. Strategic steps are needed to improve the unit's adaptability to external environmental changes, foster cross-sector synergy, and align its policies and services with evolving user demands. Without such adjustments, the UPTD risks stagnating in its internal functions and failing to maximize the revenue-generating potential of its training assets.

Employee Characteristics

Within the framework of organizational effectiveness theory developed by Steers (1985:10), employee characteristics have a direct

impact on the achievement of organizational goals. These characteristics include individual competencies, work motivation, attitudes toward the organization, and the alignment between tasks and capabilities. In the context of the UPTD for Human Resource Development Facility Management (PFPSDM) in Kuningan Regency, the employees in question are those responsible for managing training facilities and implementing services aimed at enhancing the capacity of civil servants (ASN).

Generally, the workforce at UPTD PFPSDM consists of structural and functional staff with diverse educational backgrounds and work experience. While some possess a basic understanding of technical and administrative tasks, overall technical competencies particularly in training management, asset administration, and service marketing remain limited. This is largely due to the lack of advanced training opportunities and the absence of consistently applied competency standards specific to UPTD personnel.

Moreover, the UPTD currently lacks *widyaiswara* (certified trainers or instructors), which prevents the unit from independently organizing high-quality technical or managerial training programs. As a result, there is a significant dependency on external institutions to fulfill these functions. The absence of internal trainers also hinders the development of marketable training packages that could serve as a potential source of retribution income.

In terms of motivation, most employees tend to approach their work with an administrative and routine-oriented mindset, rather than one driven by measurable performance targets. The prevailing work culture emphasizes procedural compliance over innovation or results-oriented performance. This tendency is understandable, given that performance-based incentives or reward systems have not yet been fully implemented. Consequently, there is a weak internal drive to contribute significantly to the increase of local revenue (PAD) through retribution.

From the perspective of modern organizational management, human resources should be viewed as strategic assets, not merely as technical executors. Therefore, enhancing the effectiveness of UPTD PFPSDM requires a more progressive HR management strategy, including competency-based recruitment, continuous training, fair and transparent performance appraisal systems, and the cultivation of a work environment that encourages innovation.

In conclusion, based on the analysis of employee characteristics, UPTD PFPSDM still requires substantial improvements in terms of individual capacity, motivation, and human resource management systems. Without significant reforms in this area, enhancing the organization's overall effectiveness especially in achieving retribution targets as part of its contribution to regional revenue will remain challenging.

Managerial Policies and Practices

In the organizational effectiveness model proposed by Steers (1985:11), managerial policies and practices are identified as key factors that influence an organization's ability to achieve its goals. This factor encompasses how management formulates policies, implements resource management systems, leads work teams, and develops strategies to promote organizational productivity and efficiency.

In the case of the UPTD for Human Resource Development Facility Management (PFPSDM) in Kuningan Regency, existing managerial policies and practices face several challenges in supporting organizational effectiveness particularly in increasing local revenue (PAD) through retribution. Structurally, UPTD PFPSDM operates under the supervision of the Agency for Civil Service and Human Resource Development (BKPSDM), making its policy direction and governance highly dependent on the decisions of its parent institution.

One notable weakness is the absence of dedicated policies focused on managing training assets as a potential revenue source. In practice, the utilization of training facilities is primarily directed toward meeting internal civil servant training needs, rather than being developed as public or commercial services. As a result, the potential for generating retribution revenue through external use of these facilities remains largely untapped.

Furthermore, managerial practices at the UPTD level have yet to fully adopt modern management principles. For instance, medium- and long-term strategic planning has not been specifically developed to address the challenges of increasing PAD. Activities tend to follow an administrative and routine-based approach, lacking performance indicators that focus on measurable outcomes such as facility usage rates, occupancy levels, or growth in retribution revenue.

Budgetary policy constraints also impact managerial effectiveness. UPTD PFPSDM has limited authority to independently access and manage budgets particularly for activities related to promotion, service innovation, or facility improvement. Yet, attracting external users and increasing retribution requires sufficient investment in service quality and infrastructure development. Moreover, in the context of collaborative management, cross-sector partnerships and external cooperation have not yet become integral components of UPTD's operational policy. This limits efforts to expand utilization networks and establish sustainable marketing strategies.

In summary, the current managerial policies and practices at UPTD PFPSDM remain predominantly administrative and are not yet adaptive to the demands of enhancing organizational effectiveness. A reformulation of strategic policies and more proactive management practices are necessary for UPTD to evolve not only as a technical executor of training programs but also as a revenue-generating unit through the optimal use of its training assets.

Supporting and Inhibiting Factors

The effectiveness of an organization is shaped by a range of supporting and inhibiting factors. This also applies to the organizational effectiveness of the UPTD for Human Resource Development Facility Management (PFPSDM) in Kuningan Regency, where such factors influence the extent to which organizational goals can be successfully achieved. The following section outlines the key supporting and inhibiting factors affecting the organizational effectiveness of UPTD PFPSDM in Kuningan Regency:

1. Supporting Factors

a. Institutional Support from BKPSDM

As part of the Agency for Civil Service and Human Resource Development (BKPSDM) of Kuningan Regency, UPTD PFPSDM receives formal legitimacy and structural support in carrying out its duties. This includes policy direction, integration of training programs, and coordination among units, which facilitates the agency's operational efficiency.

b. Availability of Physical Assets and Training Facilities

The UPTD possesses key assets such as training halls, classrooms, and adequate supporting infrastructure. These facilities serve as a primary resource for conducting training programs and can be further utilized as a source of local revenue (PAD) through retribution schemes.

c. Experienced Human Resources

Although not yet optimal in terms of quantity and technical specialization, the staff at UPTD already possess experience in delivering training and managing administrative processes. This provides a foundation for strengthening HR capacity through further training and development.

d. Consistent Demand for Civil Servant Training

There is a steady and ongoing demand from government institutions for civil servant training whether technical, managerial, or leadership-oriented. This creates a stable internal market for UPTD to continuously offer training programs and utilize its available facilities, even if currently limited to collaborative arrangements.

e. Basic Budgetary Support from the Local Government

The UPTD's core operations continue to be funded through allocations from the regional budget (APBD), ensuring the continuity of essential services. While limited in amount, this funding serves as an initial support system and opens opportunities to generate additional revenue from other sources.

f. Momentum from Regional Bureaucratic Reform

The local government's commitment to implementing bureaucratic reform has created space for service innovation, transparency, and management efficiency. UPTD can leverage

this momentum to improve its governance systems and deliver more professional services.

g. Potential for Cross-Sector Collaboration

Although not yet fully utilized, there is potential for UPTD to establish partnerships with other government agencies, educational institutions, and private sector actors in conducting joint training programs or in optimizing the use of its training facilities.

2. Inhibiting Factors

a. Limited Number of Staff and Suboptimal Technical Competence

The shortage of personnel is further exacerbated by inadequate technical competencies among existing staff, particularly in supporting the UPTD's strategic functions such as training program design, system-based asset management, and marketing of training services to external users. Most staff members come from administrative backgrounds, resulting in limited capacity to design and manage user-oriented training programs. The absence of specific functional personnel such as *widyaiswara* (certified trainers) or professional instructors further restricts UPTD's ability to independently conduct high-quality training programs.

b. Restricted Authority

A major constraint affecting the organizational effectiveness of UPTD PFPSDM is the limited structural and functional authority it possesses. As a Regional Technical Implementation Unit operating under the coordination of the Agency for Civil Service and Human Resource Development (BKPSDM), the UPTD's decision-making capacity particularly in strategic planning, program management, and financial control is heavily constrained by the bureaucracy of its parent institution. This situation highlights the need for a redefinition of UPTD's authority, especially in terms of technical and managerial autonomy, to enable the unit to be more agile in responding to training market demands and meaningfully contributing to local revenue (PAD).

c. Lack of a Formal Service Marketing Strategy

UPTD PFPSDM has not yet developed a systematic promotional or marketing strategy to introduce its training services to the public, educational institutions, or private sector stakeholders. As a result, the potential for generating retribution through the external use of training facilities remains underutilized.

d. Administrative and Routine-Oriented Work Culture

The prevailing work culture within UPTD is primarily focused on fulfilling administrative procedures rather than being outcome-oriented. This inhibits the development of innovative

and creative efforts to explore new sources of regional revenue (PAD).

e. Limited Budget for Facility Maintenance and Development

The existing training facilities suffer from limited maintenance and modernization due to a lack of adequate budget, which is largely restricted to covering basic operational needs. This reduces the overall attractiveness of the facilities to potential users outside of government institutions.

CONCLUSION

Based on the findings of this study, which examined the organizational effectiveness of the UPTD for Human Resource Development Facility Management (PFPSDM) in Kuningan Regency using the Steers (1985) framework, it can be concluded that the unit's overall effectiveness remains suboptimal particularly in its function as a generator of local retribution revenue (PAD). This is evidenced by the consistently low achievement of retribution targets, which stems from several fundamental constraints, such as weak asset management, limited human resource competencies, and the absence of policies and managerial practices that explicitly support the specific functions of the training facilities. The bureaucratic and administratively oriented organizational characteristics have yet to enable UPTD to operate productively and innovatively. External environmental factors remain underutilized, while low employee motivation and capacity, coupled with managerial practices that are not adaptive to market opportunities, further weaken the unit's effectiveness. Therefore, strategic interventions are urgently needed in terms of policy, management, and organizational governance to ensure that UPTD PFPSDM can operate more effectively and sustainably in fulfilling its dual mandates: enhancing the competencies of civil servants and optimizing the use of training facilities as a significant source of PAD.

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