

Analysis of human resource development in improving employee performance productivity Regional Financial and Asset Management Agency (BPKAD) Papua Province

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Abstract

Purpose: This study aims to analyse the development of human resources (HR) in improving employee performance productivity at the Regional Financial and Asset Management Agency (BPKAD) of Papua Province.

Research methodology: This research uses a mixed-method approach: quantitatively through questionnaires distributed to 45 respondents, and qualitatively through in-depth interviews with BPKAD employees. Data were analysed using simple linear regression and supported by SWOT analysis.

Results: The study found that HR development significantly influences the improvement of employee performance productivity. The simple linear regression analysis showed that the HR development variable (X) contributed 73.5% to the regional financial performance variable (Y), with a significance value of <0.001. Qualitative data revealed that training and technical guidance are the primary HR development strategies, despite challenges such as budget constraints, limited access to training, and a lack of field-specific experts.

Conclusions: Planned HR development supported by training and continuous evaluation improves employee efficiency and accountability. Strategic HR improvement should focus on optimising internal strengths and leveraging external opportunities in a collaborative and sustainable way.

Limitations: The study is limited by the small sample size (45 respondents) and potential constraints in qualitative generalisation due to context-specific findings at BPKAD Papua Province.

Contribution: This research contributes to the literature on public sector HR development by highlighting the measurable impact of HR strategies on performance outcomes and identifying actionable improvement areas through SWOT-based analysis.

Keywords: BPKAD Papua Province, Employee Productivity, Human Resource Development

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1. Introduction

Human Resource Development (HRD) is a crucial factor in enhancing organizational performance in both the public and private sectors. In this era of globalization and digitization, local governments are required to manage existing resources efficiently and effectively, including regional finances. Good financial management is key to supporting sustainable development and providing optimal community

services. Optimal regional financial performance can be achieved through competent and professional HR, especially in managing regional budgets and assets (Aprilita, 2024). Therefore, the importance of HR development plans in every government agency, including the Regional Financial and Asset Management Agency (BPKAD), should be a particular focus in efforts to improve regional financial performance (Nurfitri & Purwoko, 2024).

Papua Province, as one of Indonesia's autonomous regions, has unique characteristics in terms of financial management, particularly regarding the allocation of special autonomy funds. In this regard, the Regional Financial and Asset Management Agency of Papua Province (BPKAD) plays an essential role in ensuring that the allocation and management of the budget are carried out efficiently. However, challenges in managing regional finances in Papua cannot be separated from the limitations of qualified HR in the field of finance, which causes several obstacles in achieving regional financial performance targets (Puluala, 2021; Purwati, Arisyahidin, & Talkah, 2021). Therefore, it is crucial to formulate the right HR development plan so that BPKAD can improve the quality of financial management and make a tangible contribution to improving the regional financial performance of Papua Province (Sonjaya, 2023).

Human Resources (HR) are a strategic asset in supporting the achievement of organizational performance in the public sector. Amid the demands for bureaucratic reform and accountability in regional financial management, agencies such as BPKAD are required to have professional, adaptive, and productive employees. Employee performance productivity is an important indicator for assessing the effectiveness of government tasks, especially in managing complex and dynamic budgets and assets. However, the reality shows that in many regions, government employee productivity still faces challenges in terms of work consistency, discipline, and the ability to adapt to new regulations and technologies (Salomo & Rahmayanti, 2023; Wahyunadi, 2024).

BPKAD Papua faces challenges in implementing comprehensive HR development, as current efforts are administrative and not fully integrated with performance management. Training often lacks proper evaluation and follow-up. This highlights the need for research on the impact of HR development on employee productivity, especially in the accuracy-demanding regional finance sector. Previous studies have also shown a positive link between HR quality and budget absorption. Therefore, this study aims to assess how HR development affects financial performance in Papua, with the goal of enhancing HR capacity to improve regional financial outcomes and economic growth (Purwati et al., 2021).

This study is essential for analyzing the relationship between HR development and employee performance productivity at BPKAD Papua. It aims to identify obstacles and opportunities in HR development and formulate strategies for improving training, career development, and performance evaluation. The findings are expected to guide policy decisions to enhance personnel quality, strengthen financial governance, and achieve organizational goals more effectively and professionally in the future.

1.1. Problem Formulation and Scope Limitation

The background presented above is still broad; therefore, the problem formulation in this study is as follows:

1. What is the condition of Human Resource Development (HRD) implemented by the BPKAD Papua Province?
2. What are the factors that hinder the improvement of Human Resources (HR) at BPKAD Papua Province?
3. How does HR development influence employee performance productivity at BPKAD Papua Province?
4. What strategies can be implemented to improve the Human Resources (HR) at BPKAD Papua Province?

1.2. Research Objectives

Based on the problem formulation and scope limitations that have been set, the objectives of this study are as follows:

1. To identify and explain the condition of Human Resource Development (HRD) implemented by the Regional Financial and Asset Management Agency (BPKAD) of Papua Province.
2. To identify the factors that hinder the improvement of Human Resources (HR) at BPKAD Papua Province.
3. This study aimed to analyze the influence of Human Resource Development (HRD) on employee performance productivity at BPKAD Papua Province.
4. To formulate effective strategies for improving the quality of Human Resources (HR) at BPKAD Papua Province.

2. Literature Review

2.1. Theoretical Framework

2.1.1. Human Resource Development (HRD)

Human Resource Development (HRD) is a planned and systematic process aimed at enhancing the competencies of individuals and organizations to achieve specific goals. HRD is often associated with training, education, and capacity-building programs designed to improve employee performance in both the public and private sectors (Susano & Subiantoro, 2023). HRD in the public sector, especially in government agencies, is essential because it directly affects the quality of public service and the effectiveness of resource management, including finances (Parlina, Wijatmoko, & Syafutra, 2023). HRD involves not only technical skills development but also the enhancement of soft skills such as leadership, time management, and communication abilities. This is important because, in regional financial management, non-technical skills are often required to ensure transparency, accountability, and inter-agency cooperation (Eva, Afrose, & Sarker, 2024). In the context of BPKAD Papua Province, HRD is a priority to ensure that personnel can effectively manage budgets and assets amidst the geographic limitations and unique social conditions of Papua. Therefore, the HRD plan in this institution must consider both internal and external factors that influence performance target achievement (Kusumawardhani, Putri, & Yandra, 2022).

2.1.2. Performance Productivity

The concept of productivity, as discussed by (Susano & Subiantoro, 2023), is the value of output in relation to a certain set of inputs. An increase in productivity means the amount of resources used is improved in relation to the quantity of goods and services produced. Productivity is the comparison between the output and the input over a certain period. Greenberg (Mesra, Febrina, & Oktanisa, 2017) defines productivity as the ratio of total expenditure over a period to total inputs during that period. Productivity is also defined as the comparison between input and output in terms of price, reflecting the differences between expenditure and input sums expressed in common units.

In conclusion, productivity measures what is achieved versus what is required. Nurses play a key role in the productivity improvement process because production tools and technologies are human creations. Nurse productivity refers to the comparison of the results achieved by nurses over a certain period. According to (Trisnawati, 2024) there are two methods used to improve productivity: a) improving operations, which can be done by enhancing research and development, so organizations can produce new product ideas or better operational methods; and b) improving employee involvement, which can enhance commitment and work spirit. Involvement also forms the foundation for controlling the quality of employees' work.

2.1.3. Teori Good Governance

Good governance emphasizes transparency, accountability, participation, and effectiveness. This theory asserts that good governance refers to a government that can manage public resources transparently and responsibly, involving the public in decision-making processes (Suhardi, Pribadi, & Losi, 2023). According to (Purwati et al., 2021), good regional financial management must adhere to the principles of good governance. In this regard, HR development in the public sector is essential because competent

and integrity-driven employees can implement good governance principles such as accountability in budget reporting, transparency in asset management, and the ability to conduct independent and objective audits.

For BPKAD Papua Province, the application of good governance is crucial for accountable regional financial management. One of the main objectives of HR development in government agencies is to ensure that employees have the capacity to apply good governance principles in managing regional budgets and assets. Well-trained personnel can enhance accountability and transparency in the regional financial management process, which will ultimately improve regional financial performance (Rosari, Cakranegara, Pratiwi, Kamal, & Sari, 2022).

2.1.4. The Relationship Between HR Development and Regional Financial Performance

Several studies have shown that HR development significantly improves regional financial performance. The research reveals that regions with well-planned and sustainable HR programs show improvements in budget absorption and asset management. This is because trained personnel are more capable of applying good governance principles, such as accountability and transparency, to financial management (Fitria & Wibisono, 2020). Furthermore, HR development is closely linked to increased innovation in financial management. Capacity building through training and education enables regional financial officers are better equipped to develop more efficient and accountable financial management systems and procedures. This not only contributes to the improvement of regional financial performance but also supports the overall regional development goals (Maulani, Anshori, & Andriani, 2024).

2.1.5. Context of HR Development in BPKAD Papua Province

In Papua Province, BPKAD faces unique challenges in regional financial management. This province has a geographically challenging area with complex social and economic conditions. To face these challenges, BPKAD needs HR that not only possesses strong technical competencies but also has the ability to adapt to the region's specific circumstances (Yundy Hafizrianda & Riani). The HR development plan in BPKAD Papua focuses on enhancing the capacity of personnel in budget management, asset management, and increasing competence in utilizing information technology to support financial transparency (Kusumawardhani et al., 2022). Training and certification in public financial accounting, internal audits, and asset management are part of these efforts to support better financial management. HR development in BPKAD Papua contributes to improving regional financial performance, especially in terms of accountability in asset management and increased budget absorption. However, the study also emphasizes the importance of central government support in terms of budget allocation and resources to ensure that HR development programs run effectively (Kusumawardhani et al., 2022).

2.1.6. SWOT Analysis

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. This analysis involved reviewing and categorizing the various factors affecting these four components. The purpose of SWOT analysis is to formulate strategies that are most suited to the current conditions of the market. SWOT analysis can also be defined as an assessment process of strengths, weaknesses, opportunities, and threats in the context of individuals or businesses. It can be applied through various methods to deepen the analysis and design strategies, typically relying on systematic approaches or frameworks to evaluate the company's various strategic alternatives (Putri & Ambarwati, 2024).

The SWOT analysis includes four key elements. According to (Hutagalung & Reniati, 2024; Putri & Ambarwati, 2024), these four components are explained as follows:

1. **Strengths**

Strengths are specific advantages that enhance competitiveness and stakeholder satisfaction.

2. **Weaknesses**

Although common, weaknesses must be managed through improved performance and effective policies. The key areas include management, finance, and marketing.

3. **Opportunities**

Opportunities arise from favorable external factors, such as better supplier or customer relationships.

4. Threats

Threats are external risks, such as policy changes, that can disrupt stability or hinder organizational success.

In the SWOT analysis of HR at BPKAD, the key strengths include qualified employees, relevant technical experience, regulatory-based systems, and regular technical training. However, weaknesses remain, such as skill gaps in IT and digital finance, limited soft skills such as communication and leadership, and uneven work motivation across different units.. With this SWOT mapping, BPKAD can design more targeted HR development strategies, focusing on both improving technical competencies and strengthening managerial capacities to optimally support the organization's performance.

2.2. Conceptual Framework

The conceptual framework highlights that regional financial performance is strongly influenced by human resource quality. Effective financial management requires technically skilled personnel who uphold transparency and accountability in their work. In Papua, HR development faces additional challenges, such as limited infrastructure, training access, and technical skills. Factors such as training quality, technology access, and central government support also affect this relationship. Continuous HR development is expected to improve the effectiveness, efficiency, and transparency of regional financial management, thereby enhancing overall financial performance.

2.3. Research Hypotheses

Based on the conceptual framework of the research regarding the influence of Human Resource Development on improving employee performance productivity at the Regional Financial and Asset Management Agency (BPKAD) of Papua Province, the following hypotheses can be formulated:

a) Null Hypothesis (H₀):

Human resource development (HRD) has no significant effect on employee performance productivity at BPKAD Papua Province.

b) Alternative Hypothesis (H₁):

Human resource development (HRD) significantly affects employee performance productivity at BPKAD Papua Province.

This hypothesis can be tested using statistical methods, such as simple linear regression analysis, to determine the relationship and impact between HRD as the independent variable and employee performance productivity at BPKAD Papua Province as the dependent variable.

3. Research Methodology

3.1. Research Location

This research will be conducted over five months, from January to May 2023. This study focuses on the Regional Financial and Asset Management Agency (BPKAD) of Papua Province, Indonesia. This study focuses on HR development at this institution and its impact on regional financial performance.

3.2. Types and Sources of Data

3.1.1 Primary Data

Primary data will be collected directly from the field, such as data on the number of employees, training activities, job positions, and employee performance data at BPKAD from 2020 to 2024, obtained through interviews with BPKAD employees, the head of BPKAD, and other related parties to gather information regarding HR development programs and their impacts on financial performance. A survey or questionnaire will be distributed to BPKAD employees to collect data on the training they have participated in and their perceptions of financial management.

3.1.2 Secondary Data

Secondary data include descriptive data obtained from interviews or focus group discussions (FGD) with BPKAD employees and relevant stakeholders regarding their experiences and perspectives on HR development and financial performance.

- a) Official documents related to HR development policies and training programs that have been implemented.
- b) Previous studies and research reports relevant to the research topic. By combining primary and secondary data, this study is expected to provide a comprehensive understanding of the impact of HR development on regional financial performance.

3.2. Population and Sampling

The population in this study consisted of all employees of the Regional Financial and Asset Management Agency (BPKAD) of Papua Province. The sampling technique used in this study was purposive sampling, which is the selection of samples based on certain considerations. The criteria for selecting the sample in this study were as follows:

- a. Employees working at the Regional Financial Management Agency (BKD) of Papua Province.
- b. Employees who have participated in accounting-related training.
- c. Employees who have attended training, thus, the sample is selected from those meeting the above criteria.

Questionnaires and interviews were used for data collection. The questionnaires will be distributed via Google Forms, and interviews will be conducted directly with three informants selected through purposive sampling.

3.3. Data Collection Methods

3.3.1 Survey Questionnaire

- a) Questionnaire Design
The questionnaire was designed to collect quantitative data on training experience, skills acquired, and employees' perceptions of regional financial management. The questions used a Likert scale to measure agreement or disagreement with statements related to HR and financial performance.
- b) Sample
The questionnaire was distributed to employees at BPKAD Papua Province, with the sample size determined using purposive sampling to ensure that the participants had relevant experience.
- c) Data Collection
The questionnaire will be distributed online through a survey platform to make it easier for respondents to complete.

3.3.2 In-depth Interviews

- a) Participant Selection
Interviews will be conducted with BPKAD employees and the Acting Head of the Department at BPKAD involved in HR development programs and financial management.
- b) Interview Guide
An interview guide will be prepared to ensure that all relevant topics are covered, including the effectiveness of training, challenges faced, and its impact on the financial performance.
- c) Interview Execution
- d) The interviews will be conducted either face-to-face or via video calls, depending on the participants' availability and convenience. The interviews will be recorded (with permission) for further analyses.

3.3.4 Secondary Data Collection

- a) Official Documents
Secondary data will be collected from regional financial reports published by BPKAD, including information on budget realization, revenue and regional spending.
- b) Previous Studies
Previous relevant research was also reviewed to strengthen the arguments and provide additional context for the study's findings.

3.4. Data Analysis Methods

In this study, data analysis was conducted using two main approaches: quantitative and qualitative. Below is a detailed explanation of each analysis method that will be used.

1. A Qualitative Analysis, Identification, and explanation of HR development plans implemented by the Regional Financial and Asset Management Agency (BPKAD) of Papua Province will be conducted using qualitative analysis. Qualitative analysis will involve interview transcriptions, thematic analysis, and data triangulation.
 - a) Interview and Discussion Transcription
Interviews and focus group discussions will be recorded and transcribed for easier analysis. The transcription served as the basis for further analysis.
 - b) Thematic Analysis
The transcribed data will be analyzed using a thematic approach, in which the researcher will identify themes, patterns, and categories emerging from the participants' responses. This process includes:
 - a. Reading and understanding the full transcript.
 - b. The data were coded by identifying relevant phrases or sentences.
 - c. The codes were grouped into larger themes related to HR development and financial performance.
2. Quantitative Analysis of the Effect of HR Development on Regional Financial Performance Productivity at BPKAD Papua Province. Quantitative analysis was conducted using descriptive statistics and inferential analysis as follows:
 - a) Descriptive Statistics
Data obtained from the questionnaire were analyzed using descriptive statistics to provide an overview of the respondents' characteristics, such as demographics, education level, training experience, and perceptions of financial performance. This includes calculating the means, medians, modes, and percentages.
 - b) Inferential Analysis
Inferential analysis is a statistical method used to draw conclusions about a population based on the sample data. It goes beyond description by using probability theory and tests such as regression, correlation, or t-tests to examine relationships, test hypotheses, and estimate whether results are due to chance, making the findings more generalizable and reliable.
 - c) Analisis Inferensial
 - 1) U Data Normality Test
After the questionnaire is validated and reliable, a data normality test will be performed to ensure that the data follow a normal distribution, which is a basic assumption for linear regression analysis. Normality tests will be conducted using statistical methods like Kolmogorov-Smirnov or Shapiro-Wilk, and can be supported by visualizations like histograms or normal Q-Q plots. If the significance value (Sig.) is > 0.05 , the data are considered normally distributed. This test is important because if the data distribution is not normal, parametric statistical methods, such as simple linear regression, cannot be optimally used without data transformation or a non-parametric approach. Thus, the normality test is a crucial step before further analysis of the relationship between HR and employee performance productivity.
 - 2) Linear Regression
To test the hypothesis, multiple linear regression analysis will be used to assess the influence of the independent variable (HR development) on the dependent variable (regional financial performance). This will help determine the extent to which each aspect of HR influences financial performance.
 - 3) T and F Tests
A t-test will be conducted to determine the significance of the effect of each independent variable, and an F-test will be used to assess whether the overall regression model is significant..
 3. Analysis of Factors That Hinder HR Improvement at BPKAD Papua Province Using SWOT Analysis.
 4. Analysis of Effective Strategies to Improve HR Quality at BPKAD Papua Province Using SWOT Analysis

The purpose of the SWOT analysis in this research is to provide a deeper understanding of the internal and external conditions affecting HR development at BPKAD Papua Province, Indonesia. The analysis aims to identify strengths that can be maximized, weaknesses that need to be addressed, opportunities that can be seized, and threats that must be anticipated. This analysis serves as a foundation for formulating effective and relevant strategies to enhance HR quality.

3.5. Operational Definitions of Variables

These definitions provide the foundation for measuring the variables in this study regarding the impact of HR development on regional financial performance.

a. **Human Resource Development (HRD)**

Efforts to improve the skills, knowledge, and competencies of employees within an organization. This is measured by the number of training sessions attended, employee satisfaction with the training, and improvement in skills post-training.

b. **Employee Performance Productivity**

Employee performance productivity is defined as the level of effectiveness and efficiency with which employees at BPKAD Papua Province carry out their duties and responsibilities to achieve organizational goals.

c. **Regional Financial and Asset Management Agency (BPKAD)**

The Regional Financial and Asset Management Agency (BPKAD) is a government institution responsible for managing regional finances and assets, including planning, execution, administration, reporting, and accountability, in the region. In this study, the BPKAD Papua Province is defined as the agency responsible for implementing regional fiscal policies, managing revenue and expenditure, and overseeing regional assets.

4. Result and Discussion

4.1. Research Findings

This section presents the research findings obtained through three main methods: questionnaires, interviews, and secondary document analysis. The purpose of data collection was to obtain a comprehensive picture of human resource development and its impact on employee performance productivity at the Regional Financial and Asset Management Agency (BPKAD) Papua Province.

The questionnaire data from BPKAD employees captured their views on training, skill improvement, and performance impact. In-depth interviews explored HR development policies and team dynamics, while secondary documents, such as strategic plans and training reports, supported and validated field findings. These data sources were integrated to identify the patterns, challenges, and strategies for enhancing employee quality and performance through sustainable HR development.

4.1.1. Human Resource Development (HRD) Plan

4.1.1.1. Document Analysis Results

To explore institutional strategies, financial management policies, and human resource development at the Regional Financial and Asset Management Agency (BPKAD) of Papua Province, analyzing strategic planning documents is essential. This study focuses on the 2019–2023 Strategic Plan (Renstra) of BPKAD, a medium-term planning document derived from Papua's RPJMD that reflects the agency's commitment to the vision "Papua Rising, Independent, and Prosperous with Justice." The Renstra outlines BPKAD's strategic priorities over five years, particularly strengthening financial governance and improving human resource capacity. It also addresses institutional challenges, such as limited HR capabilities, asset management complexities, and the growing demand for transparency and accountability. Reviewing this plan helps assess how HR development programs are structured and how they contribute to enhancing employee performance in the organization.

A major focus of the Renstra is HR development, aimed at improving employee competencies in public financial management through technical training, professional certification and IT utilization. This responds to challenges such as a shortage of skilled accounting staff, evolving regulations, and

transparency requirements. HR strategies are implemented through coaching, unit-based training, and performance evaluations to support career planning and enhance organizational effectiveness.

The strategic plan also defines measurable Key Performance Indicators (KPIs), including targets for unqualified audit opinions (WTP) from the Audit Board (BPKP), spending efficiency, and asset management quality. However, its implementation faces challenges, such as limited training budgets, uneven task distribution, and Papua's difficult geography. The success of the Renstra relies heavily on consistent funding, strategic leadership and active employee engagement. Overall, the document emphasizes that successful financial bureaucratic reform in Papua requires the integration of sound policies, capable human resources, and sustainable governance.

4.1.2. Questionnaire Results on the Impact of Human Resource Development (HRD)

4.1.2.1. Questionnaire Analysis Results (Simple Regression Test)

To obtain quantitative data on employees' perceptions and experiences regarding the HR development program at the Regional Financial and Asset Management Agency (BPKAD) Papua Province, the researcher distributed a questionnaire to 45 respondents sampled from a total of 165 active employees at BPKAD. The sample size was selected proportionally to represent various positions, work units, and lengths of service within the institution. The questionnaire used in this study was structured based on five main aspects of HR: ongoing training, career development, performance evaluation systems, employee motivation and performance, and the impact on organizational performance.

The questionnaire consisted of 30 statements, each designed based on indicators that had been tested for validity and reliability, using a Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). The aspects measured include the availability of training, effectiveness of training on performance, transparency of the evaluation system, opportunities for promotion, and contribution of HR development to the achievement of organizational targets. The questionnaire data were analyzed descriptively to illustrate the overall perception of respondents regarding the effectiveness of the HR development policies implemented by BPKAD. These results were compared with qualitative data from interviews and other supporting documents.

A total of 45 respondents out of 165 BPKAD employees from Papua Province filled out the questionnaire, which was designed to measure the effectiveness of the HR development program. This questionnaire consisted of 30 statements reflecting five main aspects: ongoing training, career development, performance evaluation systems, work motivation, and the impact on organizational performance. Each statement was measured using a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Analysis was performed by calculating the average score of each statement to provide an overview of employee perceptions of the HR development's effectiveness.

The analysis results showed that most indicators had an average score above 3.5, indicating that respondents generally agreed with the effectiveness of HR development in their institution. The statement with the highest score was "The training provided has a direct impact on improving my performance" (average 4.18), indicating the positive impact of training on individual productivity. Other indicators, such as confidence after training (4.04) and the relevance of training material (3.91), also strengthen the finding that the training provided has quality and direction aligned with employees' work needs.

Table 1. Summary of Questionnaire Results

No.	Indicator	Statement (No.)	Average Score
1.	Ongoing Training	1 – 6	4.01
2.	Career Development	7 – 12	3.90
3.	Performance Evaluation System	13 – 18	3.79
4.	Motivation and Employee Performance	19 – 24	3.88
5.	Impact on Organizational Performance	25 – 30	3.96

Table 1 "Summary of Questionnaire Results" presents the average score data of respondents' perceptions of five main indicators of human resource development (HRD) in relation to employee performance productivity at BPKAD Papua Province. The data were obtained from the processed results of the questionnaires distributed to 45 respondents and measured using a Likert scale (1–5), where higher scores indicated more positive perceptions.

The first indicator, *Ongoing Training* (Statements 1–6), obtained the highest average score of 4.01, indicating that most employees felt that the training provided was relevant, consistent, and beneficial in enhancing their work competency. The second indicator, *Career Development* (Statements 7–12), scored an average of 3.90, signaling that employees were somewhat optimistic about career development opportunities, although improvements were still needed, for example, in transparency in promotions and career guidance.

The third indicator, *Performance Evaluation System* (Statements 13–18), received an average score of 3.79, suggesting that while the performance evaluation system is operational, it is not yet ideal. Respondents may still experience uncertainty or lack clarity regarding the methods used to assess employee performance. The fourth indicator, *Motivation and Employee Performance* (Statements 19–24), with a score of 3.88, shows that training and HR systems have had a positive effect on employee motivation and work enthusiasm, although not maximally so. Finally, the fifth indicator, *Impact on Organizational Performance* (Statements 25–30), obtained a score of 3.96, meaning employees feel that the HR development program has made a tangible contribution to the overall organizational performance.

To analyze the relationship between human resource development (HRD) and employee performance productivity at BPKAD Papua Province, the data from the questionnaire were further analyzed using linear regression statistical tests. Linear regression was used because this model can measure the extent to which the independent variable (HRD) quantitatively affects the dependent variable (employee work productivity). Each indicator in the questionnaire, such as ongoing training, career development, performance evaluation systems, and work motivation, was processed as a component of the independent variable.

Data analysis will be conducted to understand how each variable is distributed within the context of the observation. This analysis provided an overview of the statistical characteristics, such as the minimum, maximum, average (mean), and standard deviation. Additionally, the results of the analysis will provide comprehensive information about the variables used in the study, including both independent and dependent variables. In this study, the focus of the statistical analysis was on the average values and standard deviations. A summary of the analysis results based on data from 45 respondents from the BPKAD Papua Province is presented in Table 2.

Table 2. Descriptive Statistics Results

Descriptive Statistics

	Mean	Std. Deviation	N
Total_Y	47.02	6.747	45
Total_X	70.22	9.305	45

Source: SPSS 30 Analysis Results

This table presents a summary of the descriptive statistics for the two main variables in the study: Total X (independent variable: Human Resource Development) and Total Y (dependent variable: Employee Performance Productivity), based on the analysis of 45 respondents. From the table, it can be seen that the average value (mean) for variable X is 70.22, with a standard deviation of 9.305, indicating that respondents' perceptions of HR development are relatively high, with a fair amount of variation around the mean value.

Meanwhile, variable Y has a mean of 47.02 and a standard deviation of 6.747, which suggests that the overall employee work productivity is also at a relatively high level, but with slightly less variation in

the data compared to variable X. The standard deviation for both variables shows the level of consistency in respondents' answers, with a smaller value for Y indicating a more uniform perception of employee performance. With 45 respondents, this statistic forms the basis for proceeding to inferential analysis, such as linear regression tests, to examine the relationship between HR and employee performance productivity.

Table 3. Correlation Results

Correlations

		Total_Y	Total_X
Pearson Correlation	Total_Y	1.000	0.857
	Total_X	0.857	1.000
Sig. (1-tailed)	Total_Y	.	<0,001
	Total_X	0.000	.
N	Total_Y	45	45
	Total_X	45	45

The correlation table above presents the results of the Pearson product-moment statistical test to examine the relationship between Total X (independent variable: Human Resource Development) and Total Y (dependent variable: Employee Performance Productivity) based on data from 45 respondents.

The Pearson correlation coefficient (r) of 0.857 indicates a very strong positive relationship between HR and employee performance productivity. This means that as the HR programs at BPKAD Papua Province are increasingly implemented, there is a corresponding increase in employee work productivity.

The significance value (Sig.) The p-value (1-tailed) of 0.000, which is well below the 0.05 significance threshold, indicates that the relationship between the two variables is significant. In other words, there is sufficient evidence to state that HR development significantly affects employee productivity at BPKAD. The analysis of 45 respondents (N = 45) supports the statistical strength of this study. This result provides a strong basis for policy implications that investment in HR development is highly relevant and contributes significantly to improving institutional performance.

Table 4. Linear Regression Analysis Results

Model Summary^b

a) Predictors: (Constant), Total_X

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.857 ^a	0.735	0.729	3.515	0.735	119.077	1	43	<,001

b) Dependent Variable: Total_Y

The *Model Summary* table above presents the results of a simple linear regression analysis explaining the extent to which the independent variable (Total X: Human Resource Development) contributes to the dependent variable (Total Y: Employee Performance Productivity) at BPKAD Papua Province. From the significance test of the model, the F Change value of 119.077 with a significance level of Sig. F Change < 0.001 indicates that the regression model is statistically significant. This implies that HR development significantly affects employee productivity. Thus, it can be concluded that the HR development program implemented by BPKAD has made a significant contribution to enhancing the employee performance. These data provide a strong foundation for continuously strengthening employee training and development policies as part of a strategy to improve organizational effectiveness.

Table 5. Results of Joint Testing

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1471.574	1	1471.574	119.077	<.001 ^b
	Residual	531.403	43	12.358		
	Total	2002.978	44			

a. Dependent Variable: Total_Y

b. Predictors: (Constant), Total_X

The linear regression analysis results show that the regression model built between the independent variable of Human Resource Development and the dependent variable of Employee Performance Productivity is statistically significant. This is evidenced by the results of the ANOVA test with an F-value of 119.077 and a significance level of less than 0.001 ($p < 0.001$), meaning the regression model as a whole significantly explains the variability in the Y variable. Furthermore, the regression coefficient for variable X was 0.622, with a significance level of less than 0.001, indicating that X positively and significantly influenced Y. This implies that for every increase of one unit in X, Y increases by 0.622 units. The standardized beta value of 0.857 indicates a very strong influence of X on Y. The VIF value of 1.000 indicates that there is no multicollinearity problem in the model. Therefore, it can be concluded that the regression model used is a good model and that variable X is a significant predictor of variable Y.

Table 6. Regression Coefficients

Model	Unstandardized Coefficients		Beta	t	Sig.	95,0% Confidence Interval for B	
	B	Std. Error				Lower Bound	Upper Bound
1	(Constant)	3.379	4.034	.838	.407	-4.756	11.514
	Total_X	0.622	0.057	10.912	<.001	0.507	0.736

a. Dependent Variable: Total_Y

Based on the regression coefficients output table, it was found that the constant (intercept) of the model was 3.379 with a significance value of 0.407. Because this significance value is greater than 0.05, the constant is not statistically significant. Meanwhile, variable X has a regression coefficient of 0.622 with a significance level less than 0.001 ($p < 0.001$), indicating that X positively and significantly influences Y. This means that for every increase of one unit in X, Y will increase by 0.622. The t-value for X is 10.912, which further strengthens the finding that the effect of this variable is significant. Additionally, the standardized beta coefficient of 0.857 indicates that X greatly contributes to explaining variable Y. The 95% confidence interval for the coefficient of X is between 0.507 and 0.736, which does not include zero, further confirming that the influence of X on Y is statistically significant.

4.1.3. Factors Hindering Human Resource Development (HRD) Improvement

4.1.3.1. Interview Results

To understand regional financial management and staffing at BPKAD Papua, in-depth interviews were conducted with key informants, including the Acting Head of BPKAD, the HR Subdivision Head, and a public administration officer. Their insights revealed the real challenges in budget planning, HR management, and policy implementation. Employees reported that regular training and technical guidance are provided annually, tailored to job functions, and delivered by experts. Training outcomes were assessed through supervisor evaluations, which showed improved skills, efficiency, and discipline. Career growth is based on performance and competence. HR development also fosters teamwork to enhance BPKAD's overall effectiveness of BPKAD.

4.1.4. Strategy and Policy Direction at BPKAD Papua Province (Restra 2019-2023)

To achieve goals effectively, strategies must align with the Papua Province RPJMD. These strategies guide SKPDs to operate efficiently by considering their potential, challenges, and requirements. BPKAD Papua's strategies follow this framework to ensure successful implementation and positive outcomes. The strategies that BPKAD Papua Province is implementing include the following:

- a. Providing guidance in the preparation of OPD (Regional Work Unit) RKA (Regional Budget Plan) on time
- b. Maintaining consistency in the RKA and OPD DPA (Regional Work Unit Budget)
- c. Percentage of OPDs applying performance-based budgeting
- d. Providing guidance in the preparation of financial reports
- e. Management of regional asset administration.

To implement these strategies, the policy direction taken by BPKAD Papua Province is as follows:

- a. Enhancing the accountability system of regional financial and performance management.
- b. Improving the orderly administration of regional asset management is also important.

5. Conclusion

Based on the research conducted at the Regional Financial and Asset Management Agency (BPKAD) in Papua Province, the following conclusions can be drawn:

1. HR development at BPKAD is structured through training, technical guidance, and courses aligned with employees' duties, covering both technical and managerial aspects of HRD. While leadership support is present, gaps persist in training distribution and follow-up.
2. Factors hindering HR improvement include limited training budgets, a lack of internal trainers, an uneven distribution of training, and the geographical challenges of Papua that complicate coordination and the comprehensive implementation of training.
3. The results of the linear regression test show that HR has a positive and significant impact on employee performance productivity. As much as 73.5% of the variation in performance can be explained by HR variables, highlighting the importance of training programs, performance evaluations, and managerial support in improving employee efficiency.
4. Effective strategies include maximizing internal strengths, such as leadership commitment and organizational structure, and utilizing external opportunities, such as national policy support, online training, and inter-agency cooperation. These strategies can strengthen a comprehensive and sustainable HR development system in the country.

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