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HUMAN RESOURCES PERFORMANCE EVALUATION ON  
PERMANENT BREEDING PROGRAM BPDASHL CILIWUNG CITARUM  
AND CIMANUK CITANDUY MINISTRY OF ENVIRONMENT AND  
FORESTRY

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**ABSTRACT**

The extent of critical land in Indonesia, which reaches 14.02 million hectares, makes forest and land rehabilitation program becomes very important to be implemented. This makes the availability of quality seeds, and according to the target resulting from the effective, efficient, and effective performance of permanent nursery human resources sustainability is very high, including permanent nurseries that located in the working area of BPDASHL Citarum Ciliwung and Cimanuk Citanduy. Broadly speaking, the purpose of this study is to evaluate HR performance permanent nursery located in the working area of BPDASHL Citarum Ciliwung and Cimanuk Citanduy so that the seeds produced have quality high and on target. The research was carried out for twelve months, from January - December 2020, where the respondents are all HR permanent nursery that works in the working area of BPDASHL Ciliwung Citarum and Cimanuk Citanduy. Primary data is collected through techniques interviews, questionnaires, observations, and recordings, while secondary data obtained from the Ministry of Environment and Forestry which oversees all permanent nurseries in Indonesia. Then the data is processed using triangulation method and CIPP model. The results of the study explain that: (1) planning, procurement, development, monitoring and evaluation of human resources permanent nursery is not in accordance with HR Management theory, (2) not yet the development of permanent nursery human resources on an ongoing basis, which can be seen from the absence of education and training sustainable development to all human resources in permanent nurseries, (3) the use of machines and infrastructure have not used the standard economic life of the product (use) so that since the first permanent nursery was built on in 2010 until now there has been no rejuvenation of facilities and infrastructure, (4) the cost of

producing MPTS plant seeds (fruits) is more expensive than woody plants, so that there are more permanent nursery human resources provide woody plants (70 percent), compared to MPTS (30 percent). On the other hand, MPTS plants are plants that are in great demand by farmers community to plant because it has high economic value, easy to maintenance, and fast fruiting. On the other hand, economic, ecological added value and social for the community with the existence of permanent nurseries, namely (1) the existence of an increase in the supply of wood raw materials produced from community forests in West Java Province with a view to industry inside and outside West Java, so that economically it has an impact on increasing people's income, (2) permanent nurseries are expected to reduce the rate of critical land in Indonesia, including in West Java Province, (3) permanent nurseries can be used as a means of education, research, and recreation for the community.

## INTRODUCTION

Indonesia has a forest area of approximately 125.92 million hectares (Ha), consisting of 27.43 million hectares of conservation forest, 29.66 million hectares of protected forest, and 68.83 million hectares of production forest (Directorate General of Forestry Planning, 2018). Currently, the condition of forests and land continues to be damaged both in quantity and quality, resulting in a decrease in the carrying capacity of the environment. The decline in the carrying capacity of the environment is shown, among others, by the ongoing occurrence of floods, droughts, erosion, landslides, and land degradation, thereby increasing the area of critical land (Directorate General of Forestry Planning, 2018).

The condition of decreasing environmental carrying capacity also occurs in the watershed ecosystem (DAS). Efforts to control critical land as a form of effort to increase the carrying capacity of the watershed have been intensively echoed since 1976 through the Presidential Instruction (Inpres) Reforestation and Reforestation program, and was followed by other movements such as the National Movement for Forest and Land Rehabilitation in 2003 – 2009. These efforts have not shown maximum results when viewed from the increasing number of critical watersheds (DAS priority) that need to be addressed immediately.

Based on the National Mid-Term Development Plan 2015-2019, Forest and Land Rehabilitation activities have again become the policy direction of the Ministry of Environment and Forestry's national strategy with a target of completing RHL of 5.5 million hectares/year. To meet the need for these seeds, one of the efforts of the Ministry of Environment and Forestry is to establish a permanent nursery program that is spread throughout the Technical Implementation Unit of the Directorate General of Forest and Land Watershed Control of the Ministry of Environment and Forestry.

Permanent nurseries are also called permanent nurseries, namely seed production activities, either through vegetative or generative methods, which are carried out permanently usually have several characteristics, namely, having a fixed location, permanent facilities and infrastructure, wide area (approximately 2 ha), nursery techniques already modern, for the manufacture of seeds in large quantities, high technology and cheap. So, it can be said that

in a permanent nursery the production and distribution process must be balanced so that it can be carried out continuously (Kalimantan Forest Nursery, 2012). In the implementation of Forest and Land Rehabilitation activities whose seeds are supported from permanent nurseries, the human resources of permanent nurseries are an important asset in achieving organizational goals. The term human resources (human resources) refer to the people who work in the organization. The significance of human resource efforts boils down to the fact that humans are an ever-present element in every organization. They are the ones who work to create goals, innovate, and achieve organizational goals (Mulyadi, 2003).

The importance of human resource management above, also applies to the management of permanent nurseries in the management aspect (HR) at the Directorate General of Watershed Control (PDASHL) of the Ministry of Environment and Forestry (KLHK), starting from aspects of planning, organizing, implementing, and controlling its workforce. which involves many people and creates an understanding of the results of the criteria that are really needed by the organizational unit of the permanent nursery.

The quantity and quality of human resources as well as the sustainability of the permanent nursery program are very important in order to fulfill quality seeds in supporting the success of forest and land rehabilitation. This is what attracts researchers to make the HR management aspect of the permanent nursery program at the Directorate General of PDASHL the object of research. Therefore, the title of the research is "Evaluation of the Permanent Nursery Program at BPDASHL Ciliwung Citarum and Cimanuk Citanduy Ministry of Environment and Forestry".

## LITERATURE REVIEW

### *Evaluation Program*

Stark & Thomas (1994) explained that evaluation itself is an activity that includes measurement and assessment through a series of tests first. Evaluation can be interpreted as a process of concluding the results of a measurement or test by giving meaning based on the determination of values. Stuffbeam and Shrinkfield (1985) explain that evaluation is a process of determining the value by considering the results of observations or data collections obtained. Owen (2006) defines evaluation as "an effort to document and evaluate what happened and also why it happened, the simplest evaluation is to collect information about the situation before and after the implementation of a program/plan.

In the context of organizational management, programs often appear in achieving a mission. Program is defined as a unit or unit of activity which is the realization or implementation of a policy, takes place in a continuous process, and occurs in an organization involving a group of people. Program evaluation is a series of activities carried out intentionally to see the level of program success. Program evaluation is also defined as an activity that is intended to find out how high the level of success of the planned activities is (Moleong, 2017).

### ***Permanent Nursery Program***

The Ministry of Environment and Forestry (KLHK) has built permanent nurseries in 2011 and 2012. This development is an effort to mass produce quality seeds, routinely, quickly, and sustainably, so that planting is not hampered by a shortage of seeds. For this purpose, nurseries are built and operated with nursery technology that can produce seedlings with high efficiency. Permanent nursery produces seeds permanently by utilizing technology in generative (by seed) and vegetative (by cutting) plant propagation. Harvester nursery utilizes automation technology in irrigation systems, spraying and misting systems, and fogging systems during the production of these seeds. In addition, permanent nursery facilities are designed so that the production flow (flow of process) is in accordance with the growth phase, starting from sowing seeds, weaning sprouts, acclimatizing seedlings, to becoming ready-to-plant seedlings.

In order for nursery facilities to function optimally, each part of the nursery function has a function, including: (1) permanent nursery operations, (2) media selection, and (3) seedling production. The scope of the above, the management mechanism by each workforce, includes: (1) Nursery manager, (2) Technical implementer, (3) Administration and finance executive, (4) Head foreman, (5) Planting foreman, (6) Plant maintenance foreman, (7) facilities and infrastructure foreman, and (8) field technical implementers/workers. The entire process in the permanent nursery is carried out by the workforce in its management.

### ***Human Resources Performance***

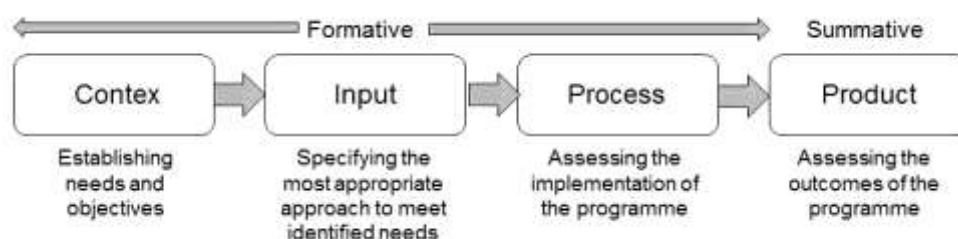
Performance is about doing work and the results achieved from that work (Sinambela, 2019). Performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission, and vision of the organization contained in the strategic planning of an organization. The term performance is often used to refer to the achievement or level of success of individuals or groups of individuals. The elements contained in the performance consist of (Malloch, 2016): 1) The results of the job function; 2) Factors that affect employer/employee performance such as: motivation, skills, role perception, and so on; 3) Achievement of organizational goals; 4) A certain period of time.

Management defined as the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal. The human element (man) in human resource management is very important. Humans in human resource management are considered as wealth (assets), so they are maintained properly. So, the conclusion of human resource management is the problem of human labor which is regulated according to its function in realizing human resources. corporate, employee, and community goals.

### *CIPP Evaluation Model*

The concept of evaluation of the CIPP (Context, Input, Process and Product) model was first proposed by Stufflebeam in 1965 as a result of his efforts to evaluate ESEA (the Elementary and Secondary Education Act). The concept is offered by Stufflebeam with the view that the important purpose of evaluation is not to prove but to improve a program that has been implemented according to policy, planning, and preparation of resources. The CIPP approach is based on the view that the most important purpose of evaluation is not to prove but to increase the usefulness of the program for the achievement of organizational goals (Stufflebeam, and Coryn, 2014b).

The evaluation of the CIPP model can be applied in various fields, such as education, management, companies and so on as well as at various levels, be it projects, programs or institutions (Hakan, and Seval, 2011). Stufflebeam (2014) classifies the education system into 4 dimensions, namely context, input, process and product, so the evaluation model is named CIPP. The application of the CIPP model is the most commonly used model in evaluating a program.



**Figure 1.** CIPP Model Mindset

**Source:** Stufflebeam and Shinkield, 1985.

From the explanation above, the assessment criteria for evaluating the context of the CIPP method for this research are as follows.

#### *Context Evaluation*

In this study, context evaluation will be used to look at planning decisions, determine workforce needs, and formulate the goals of the permanent nursery program in terms of contribution to the community and the success of RHL. Context also attempts to describe and detail the program's objectives. With context evaluation there are four things that will be answered in this study, namely:

- a) What are the goals and strategies for determining the managers (labor) of the permanent nursery program?
- b) Is the concept of goals and strategies for determining the managers (labor) of the permanent nursery program that has been determined consistently implemented?

- c) How to formulate guidelines for the preparation of procedures for managers (labor) of the permanent nursery program so that the goals and strategies that have been set are achieved.
- d) What are the basics that underlie the implementation of setting goals, strategies, and developing procedures for managers (labor) of the permanent nursery program?

### ***Input Evaluation***

Input evaluation is the input needed by the evaluator to make decisions, determine the resources needed, what alternatives should be taken, plans and strategies for achieving the expected output in the nursery from the management aspect. The input evaluation components include:

- a) Nursery workers (managers) as part of HR.
- b) Program facilities.
- c) Budget.
- d) Procedures required in the implementation of program implementation.

### ***Process Evaluation***

Process evaluation is an assessment activity of:

- a) Implementation of the management aspect by workers in the permanent nursery program.
- b) The extent to which the implementation of the management aspect by workers in the permanent nursery program has been implemented and what needs to be improved from what has been implemented. Each activity will be monitored and recorded changes that occur objectively and carefully for decision making in determining the continuation and improvement of the quality of aspects of management by workers in the permanent nursery program. Then the procedure can be monitored and controlled and then corrected.

### ***Product Evaluation***

Product evaluation provides information about what program results are obtained with the presence of existing managers. Product evaluation identifies and assesses desirable and undesirable outcomes both in the short and long term. At this stage the research will see how the results and impacts of the permanent nursery program are focused on the management aspect. Research will analyze:

- a) Is the existing management workforce obtained with the existing stages able to increase the productivity of the permanent nursery performance in terms of providing quality seeds and target quantity?
- b) The workers as permanent nursery managers are able to understand and understand various processes related to the operationalization of permanent nurseries in the field.

## **METHODOLOGY**

This research was conducted in several permanent nurseries located within the work environment of BPDASHL Ciliwung Citarum and Cimanuk Citanduy as a representation of all permanent nurseries under the Ministry of Environment and Forestry. While the object of this research is all human resources managing permanent nurseries in the work environment of BPDASHL Ciliwung Citarum and Cimanuk Citanduy. The minimum sample size is 30 respondents from each implementing unit (permanent nurseries located within the work environment of BPDASHL Ciliwung Citarum and Cimanuk Citanduy) using an online questionnaire based on google form and interviews with the head of permanent nursery or the head of BPDASHL Ciliwung Citarum and Cimanuk Citanduy. The research approach used in this study is a qualitative approach.

Through a qualitative approach, the data collected will be tried to be processed and presented in a description based on the expressions, language, ways of thinking and views of the research subjects so that it is hoped that it will be known to what extent the factors that exist in the UPT BPDASHL environment, permanent nurseries, the performance of HR managers, and the influence of support from stakeholders and the community that makes the permanent nursery program able to run and work in accordance with the dynamics of life and the times. The evaluation method used is the CIPP evaluation model.

## **RESULT AND DISCUSSION**

### ***Context Evaluation***

Context evaluation is used to look at planning decisions, determine manpower needs, and formulate the goals of the permanent nursery program in terms of contribution to the community and the success of RHL. Context evaluation also seeks to describe and detail program objectives. Regulation of the Director General of Watershed Control and Protected Forests Number: P.5/PDASHL/SET/KUM.1/4/2019 concerning Implementation Guidelines for the Development and Management of Permanent Nurseries, is the legal basis for the establishment of permanent nurseries. The purpose of determining the human resources for managing the permanent nursery program is to:

1. Manage permanent nurseries in a planned, effective and efficient manner.
2. Improving the efficiency and effectiveness of providing quality and sustainable seeds.

The strategy for determining human resources for managing permanent nursery programs is as follows:

1. Build permanent nurseries in a planned, effective, and efficient manner.
2. Manage the human resources of the permanent nursery properly, directed, and measurably

### ***Input Evaluation***

1. The job description of each HR manager in each permanent nursery is in accordance with the organizational structure and requirements/qualifications,

and is an ideal condition as needed by the organization, where the HR manager must be able to guarantee/meet the performance standards of the permanent nursery organization to produce quality, effective, and efficient, and sustainable seeds.

2. Each permanent nursery has facilities in accordance with the required requirements/qualifications for the establishment of a permanent nursery. and is an ideal condition as needed by the organization, where the facilities built must be able to guarantee to produce quality, effective, and efficient, and sustainable seeds.

3. Each permanent nursery has a budget in accordance with the required requirements/qualifications, and is an ideal condition as needed by the organization, where the available budget must be able to guarantee/meet the standard of permanent nursery facilities to produce quality, effective, and efficient, and sustainable seedlings.

4. The procedures contained in the Regulation of the Director General of Watershed Control and Protected Forests Number: P.5/PDASHL/SET/KUM.1/4/2019 concerning the Implementation Guidelines for the Development and Management of Permanent Nurseries, are required in implementing the program implementation, building facilities, determine the budget and human resources for permanent nursery managers. This is an ideal condition as needed by the organization, where the procedure must be able to guarantee to produce quality, effective, efficient, and sustainable seeds. The work of permanent nursery development activities is carried out by self-management or by the Provider through the mechanism for the procurement of goods and services as regulated in Presidential Regulation of the Republic of Indonesia Number 16 of 2018 concerning Government Procurement of Goods/Services. The construction of permanent nursery facilities must follow the technical design that has been prepared.

### ***Process Evaluation***

1. Human resources for managing permanent nurseries are available at each permanent nursery location, and have job descriptions (jobdesk) in accordance with the Regulation of the Director General of Watershed Control and Protected Forests Number: P.5/PDASHL/SET/KUM.1/4/2019 concerning Implementation Guidelines for the Development and Management of Permanent Nurseries. However, consistency and high commitment from the leadership is still needed, namely the Head of BPDASHL in planning, conducting/recruiting, determining, placing, fostering (providing education and training or training), supervising and evaluating the performance of all human resources managing the permanent nursery program according to the stated objectives. It has been determined that it is very necessary, because in managing permanent nurseries in a planned, effective and efficient manner, as well as to produce quality seeds efficiently and effectively, and sustainably, human resources for managing high-performance permanent nursery programs are needed.

2. Facilities for the permanent nursery program are available at each location of the permanent nursery, where the procurement is adjusted to the needs and budgetary capabilities available. One of the indicators of an ideal permanent nursery is the fulfillment of all the facilities mentioned above, while



still taking into account that the facilities built must be able to guarantee the production of quality seeds. Therefore, it requires consistency and high commitment from the leadership, namely the Head of BPDASHL in planning, procuring, organizing, regulating, and supervising the use of the facilities mentioned above so that they can be used for a long period of time, are not easily damaged, or lost, so that the purpose From the provision of permanent nursery facilities, it can be achieved, namely the human resources for managing permanent nurseries can increase their efficiency and effectiveness in producing (providing) quality and sustainable seeds.

3. The budget needed to meet the operational costs of each permanent nursery is available and can be used. On the other hand, budget proposals must be adjusted to the needs and capabilities of the government. One of the indicators of an ideal permanent nursery is the availability of sufficient budget to meet all the needs of the permanent nursery work program, while taking into account that the available budget must be able to guarantee/meet the standard of permanent nursery facilities to produce quality, effective, efficient, and sustainable seeds. Therefore, it requires consistency and high commitment from the leadership, namely the Head of BPDASHL in planning, regulating, issuing, and supervising the use of the budget so that it can be used in a planned, efficient, and effective manner so that the goal of developing the permanent nursery can be achieved.

4. There have been work procedures required in implementing the program implementation and as a standard operation procedure for all human resources managing permanent nurseries in carrying out their daily duties, namely in the form of Regulation of the Director General of Controlling River Watersheds and Protected Forests (PDASHL) Number: P.5/PDASHL/SET/KUM.1/4/2019 concerning Implementation Guidelines for the Development and Management of Permanent Nurseries. One of the indicators of an ideal permanent nursery is the existence of a complete working procedure, which is required in the implementation of program implementation and becomes a standard operation procedure for all human resources managing a permanent nursery in carrying out their daily duties, namely producing quality, effective, and affordable seeds. efficient and sustainable. Therefore, it requires consistency and high commitment from the leadership, namely the Head of BPDASHL in regulating, supervising and evaluating the performance of human resources for managing permanent nurseries, whether they are in accordance with existing work procedures or there are still performances that must be improved/improved. This is done so that the purpose of the work procedure can be achieved, namely to increase the efficiency and effectiveness of human resources managing permanent nurseries in producing quality, effective, efficient, and sustainable seeds.

### ***Product Evaluation***

1. Currently, human resources for managing permanent nurseries as part of human resources are available at every permanent nursery location, however, research findings in the field illustrate that specifically for planning, procurement, development, monitoring and evaluation of human resources for managing permanent nurseries, it is not in accordance with the theory of Resource Management. Human Resources (HR), which includes the functions

of planning, organizing, directing, controlling, procurement, development, compensation, integration, maintenance, discipline, dismissal. The human resource planning for managing permanent nurseries that is currently being carried out seems to be without a comprehensive plan (planned, directed, and measurable), and not in accordance with the Regulation of the Director General of Watershed Control and Protected Forest (PDASHL) Number: P.5/PDASHL/SET/ KUM.1/4/2019 concerning Implementation Guidelines for the Development and Management of Permanent Nurseries. This can be seen from the absence of a comprehensive HR Planning that involves stakeholders, so that it has not been able to increase the productivity and performance of human resources for managing permanent nurseries in terms of providing quality seeds and target quantity.

2. Currently, there are work procedures needed to implement the program and serve as standard operating procedures for all human resources managing permanent nurseries in carrying out their daily duties, namely in the form of a Regulation of the Director General of Controlling Watersheds and Protected Forests (PDASHL). Number: P.5/PDASHL/SET/KUM.1/4/2019 concerning Implementation Guidelines for the Development and Management of Permanent Nurseries. One of the indicators of an ideal permanent nursery is the existence of a complete working procedure, which is required in the implementation of the program and becomes a standard operation procedure for all human resources managing a permanent nursery in carrying out their daily duties, namely producing quality, effective, and efficient seeds. and efficient, and sustainable. However, there is no continuous development of human resources for managing permanent nurseries, which can be seen from the absence of continuous education and training for all human resources managing permanent nurseries, so that the competence of human resources is still low, and has not been able to increase productivity and performance in terms of providing seeds. the quality and quantity of the target.

3. Infrastructure in permanent nurseries is good and adequate to support the production of seeds in large quantities and at low prices. However, the use of machinery and infrastructure has not used the product's economic age standard (use) so that since the first permanent nursery was built in 2010 until now there has been no rejuvenation of facilities and infrastructure, including supporting machines for making plant seeds, such as robotic machines and sprinklers. The current condition of the supporting machine has the potential to often be damaged when it is used and not function optimally.

## CONCLUSION

The results of the study explain that: (1) planning, procurement, development, monitoring and evaluation of human resources permanent nursery is not in accordance with HR Management theory, (2) not yet the development of permanent nursery human resources on an ongoing basis, which can be seen from the absence of education and training sustainable development to all human resources in permanent nurseries, (3) the use of machines and infrastructure have not used the standard economic life of the product (use) so that since the first permanent nursery was built on in 2010 until now there has been no rejuvenation of facilities and infrastructure, (4) the cost of producing MPTS plant seeds (fruits) is more expensive than woody plants, so that there are more permanent nursery human resources provide woody plants (70

percent), compared to MPTS (30 percent). On the other hand, MPTS plants are plants that are in great demand by farmers community to plant because it has high economic value, easy to maintenance, and fast fruiting. On the other hand, economic, ecological added value and social for the community with the existence of permanent nurseries, namely (1) the existence of an increase in the supply of wood raw materials produced from community forests in West Java Province with a view to industry inside and outside West Java, so that economically it has an impact on increasing people's income, (2) permanent nurseries are expected to reduce the rate of critical land in Indonesia, including in West Java Province, (3) permanent nurseries can be used as a means of education, research, and recreation for the community.

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