

HUMAN RESOURCE MANAGEMENT TOWARDS IMPROVING SUSTAINABLE DEVELOPMENT GOALS (SDGs) IN PANGANDARAN CITY

Mas Sridjoko Darodjatun¹, Ibnu Haris Nasution²

^{1,2}Management Study Program, Faculty of Business and Social Sciences, Dian Nusantara
University, Jakarta, Indonesia

Email: 'srijoko.darodjatun@dosen.undira.ac.id | 'ibnu.haris.nasution@undira.ac.id

ABSTRACT

This study examines the influence of human resource management (HRM) on improving the achievement of Sustainable Development Goals (SDGs) in Pangandaran City, West Java. The quality of human resource management of local government officials is a determining factor in accelerating the achievement of sustainable development goals, considering that the SDGs encompass social, economic, and environmental dimensions that require adequate human resource competencies. This study uses a descriptive quantitative approach with a survey method of 120 state civil servants (ASN) within the Pangandaran City Government. Data collection techniques were carried out through questionnaires, observation, and documentation. Data analysis used multiple linear regression with instrument validity and reliability tests. The results show that the variables of human resource planning, competency development, performance assessment, and compensation simultaneously have a significant effect on improving SDGs in Pangandaran City with a coefficient of determination of 74.3%. Partially, competency development is the most dominant variable influencing the achievement of SDGs. This study recommends strengthening the merit system, accelerating competency-based training, and improving cross-sector coordination in the implementation of SDGs programs in Pangandaran City.

Keywords: Human Resource Management, SDGs, Pangandaran City, ASN Competence, Sustainable Development

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INTRODUCTION

Sustainable development has become a major agenda for the international community following the adoption of the 2030 Agenda by the United Nations (UN) in 2015. The Sustainable Development Goals (SDGs), which include 17 goals and 169 targets, serve as a global guideline for achieving inclusive and equitable human well-being (Sachs *et al.*, 2022). In the context of local government in Indonesia, achieving the SDGs is inseparable from the institutional capacity and quality of human resources of the apparatus managing various development programs. Pangandaran City, as a relatively young autonomous region in West Java, faces both challenges and strategic opportunities in accelerating the SDGs through effective and efficient human resource management (Badan Pusat Statistik Kabupaten Pangandaran, 2023).

Human resource management (HRM) is a key pillar within the framework of good governance. Systematic and well-planned HR management has been proven to significantly improve the performance of government organizations (*Ismail & Rasdi, 2021*). From a contemporary public administration perspective, HRM of civil servants is not merely related to employee recruitment and placement, but encompasses broader dimensions such as competency development, performance management, merit-based compensation, and succession planning oriented towards achieving the organization's strategic goals (*Wirman Syafri & Alwi, 2022*).

The Pangandaran City Government faces real challenges in implementing SDGs programs, especially those related to poverty alleviation (SDG 1), quality education (SDG 4), decent work and economic growth (SDG 8), and life on land related to the tourism ecosystem (SDG 15). Data from the Pangandaran City Community and Village Empowerment Office shows that SDG achievement in this region is still below the national average on several key indicators, one of which is due to the limited human resource capacity of the apparatus managing the related programs (*Kementerian PPN/Bappenas, 2023*).

Previous research has shown a significant correlation between human resource quality and the effectiveness of sustainable development program implementation. A study by *Nugroho et al. (2023)* found that civil servant competency has a positive and significant impact on the quality of public services, which is an indicator of SDG 16. Similarly, *Prasetyo & Wibowo (2022)* revealed that the merit system in civil servant management has a significant impact on achieving SDG targets at the local government level. However, studies specifically examining the relationship between human resource management and SDG achievement in Pangandaran City are still very limited, making this study highly urgent.

The urgency of this research is further strengthened by the fact that Pangandaran City is undergoing accelerated development after regional expansion. The human resource capacity of its civil servants, which is still in the consolidation stage, requires systematic strengthening to optimally contribute to achieving the SDGs (*Raharjo & Susanto, 2021*). Therefore, this research aims to fill this literature gap and provide evidence-based policy recommendations for the Pangandaran City Government in optimizing human resource management to accelerate SDG achievement.

RESEARCH OBJECTIVES

Based on the background and problems that have been described, this study has several objectives to be achieved, including: (1) analyzing the existing condition of human resource management within the Pangandaran City Government; (2) measuring the level of SDGs achievement in Pangandaran City based on relevant indicators; (3) analyzing the influence of HR planning on improving SDGs in Pangandaran City; (4) analyzing the influence of ASN competency development on improving SDGs in Pangandaran City; (5) analyzing the influence of performance appraisals on improving SDGs in Pangandaran City; (6) analyzing the influence of merit-based compensation systems on improving SDGs in Pangandaran City; and (7) analyzing the influence of HR variables simultaneously on improving SDGs in Pangandaran City (*Mangkunegara, 2020*).

Academically, this research aims to enrich the body of public administration knowledge, particularly regarding the integration of HRM and the sustainable development agenda within the context of local government in Indonesia. Practically, the research findings are expected to provide valuable input for the Pangandaran City Government in formulating HRM policies that are more oriented toward achieving the SDGs in a comprehensive and measurable manner (*Dessler, 2020*).

RESEARCH METHODOLOGY

Research Approach and Design

This study employed a quantitative approach with an explanatory survey research design. The quantitative approach was chosen because this study aimed to examine causal relationships between variables in a measurable and objective manner (*Creswell & Creswell, 2023*). The explanatory survey design allowed researchers to collect data from a representative sample and generalize the findings to a broader population. The positivistic paradigm underlying this research emphasizes the importance of empirical data and hypothesis testing in building valid and reliable scientific knowledge (*Sugiyono, 2022*).

Location and Time of Research

This research was conducted within the Pangandaran City Government, West Java Province, which includes the Regional Secretariat, Community Empowerment Office, Education Office, Health Office, and the Regional Development Planning Agency (Bappeda) of Pangandaran City. The location selection was based on the consideration that Pangandaran City is one of the new autonomous regions that is in the process of strengthening the institutional capacity and human resources of its apparatus (*Government Regulation No. 18 of 2016*). This research was conducted for eight months, namely from February to September 2025, which includes the preparation stage, data collection, data analysis, and report preparation.

Population and Sample

The population in this study was all state civil servants (ASN) serving in regional work units (SKPD) directly related to SDGs programs in Pangandaran City, totaling 487 people. The sampling technique used stratified random sampling, considering the proportion of structural and functional positions in each SKPD. Based on the Slovin formula with a 5% error rate, a sample of 120 respondents was obtained (*Hair et al., 2021*). The sample distribution included 8 echelon II personnel, 25 echelon III personnel, 42 echelon IV personnel, and 45 functional staff.

Data Collection Techniques

Primary data were collected through a structured questionnaire using a five-point Likert scale, in-depth interviews with key officials, and direct observation of work processes in selected SKPDs. The questionnaire was tested for validity using confirmatory factor analysis (CFA) and for reliability using Cronbach's Alpha coefficient, where all statement items had Alpha values above 0.80, which is categorized as highly reliable (*Sekaran & Bougie, 2023*). Secondary data were obtained from official government documents, government agency performance reports (LKIP), BPS data, and various relevant scientific publications.

Data Analysis Techniques

Data analysis was conducted in several stages. First, descriptive analysis to describe the characteristics of respondents and the distribution of responses to each variable. Second, classical assumption tests were conducted, including the normality test (Kolmogorov-Smirnov), multicollinearity test (VIF), heteroscedasticity test (Glejser), and autocorrelation test (Durbin-Watson). Third, multiple linear regression analysis was used to examine the effect of independent variables (HR planning, competency development, performance appraisal, and compensation) on the dependent variable (SDGs improvement) (*Ghozali, 2021*). Fourth, hypothesis testing was conducted using the F test (simultaneous) and the t test (partial) with a significance level of $\alpha = 0.05$. The entire data analysis process was conducted using IBM SPSS Statistics version 26 software.

RESULTS AND DISCUSSION

Condition of Human Resource Management in Pangandaran City

The descriptive analysis results show that the overall condition of human resources (HR) within the Pangandaran City Government is in the fairly good category, with an average score of 3.42 on a scale of 5.00. The HR planning dimension obtained an average score of 3.28, indicating a persistent misalignment between competency needs and the availability of existing human resources. This finding aligns with the findings of *Wirman Syafri & Alwi (2022)*, who stated that many local governments in Indonesia still face serious challenges in integrating HR planning with strategic regional development plans.

The competency development dimension achieved an average score of 3.61, indicating a better level compared to other dimensions. This reflects the relatively good commitment of the Pangandaran City Government in providing training and development for its civil servants. However, this study found that the existing training programs are still generic and not fully oriented to the specific competency needs required in the implementation of the SDGs program (*Nugroho et al., 2023*). The performance assessment dimension scored 3.35, while the compensation dimension received the lowest score of 3.19, reflecting the civil servants' perception that the existing compensation system does not fully reflect the principles of merit.

SDGs Achievements in Pangandaran City

Analysis of SDG achievement in Pangandaran City shows varying results across the 17 SDGs. Overall, Pangandaran City's SDG achievement index stands at 62.4% of the established national target. The best achievements were achieved for SDG 14 (Marine Ecosystems) at 78.3% and SDG 8 (Decent Work and Economic Growth) at 71.6%, which are closely related to Pangandaran's rapidly growing marine tourism potential (*Ministry of National Development Planning/Bappenas, 2023*).

Conversely, the lowest achievement was for SDG 1 (No Poverty) at 48.7% and SDG 10 (Reduced Inequality) at 51.2%. This data indicates that despite Pangandaran's relatively good economic growth thanks to the tourism sector, the benefits of development have not been distributed evenly to all levels of society (*Pangandaran Regency Statistics Agency, 2023*). This finding underscores the importance of civil servant human resource capacity capable of designing and implementing inclusive and sustainable poverty alleviation programs.

The Impact of Human Resource Planning on Improving SDGs

The partial hypothesis test results indicate that human resource planning has a positive and significant effect on improving the SDGs in Pangandaran City, with a t-value of 3.847 and a significance level of 0.000 ($p < 0.05$). The regression coefficient of 0.312 indicates that every one-unit increase in the quality of human resource planning will increase SDG achievement by 0.312 units, assuming other variables remain constant. This finding is consistent with research by *Raharjo & Susanto (2021)*, which found that systematic human resource planning based on job analysis can substantially increase the effectiveness of regional development program implementation.

Effective human resource planning enables local governments to ensure the availability of civil servants with the right competencies in the right positions and at the right time, so that SDGs programs can be implemented optimally (*Dessler, 2020*). The results of in-depth interviews with heads of regional government agencies (SKPD) revealed that civil servant formation planning in Pangandaran City is often not in sync with the real needs of SDGs program implementation, especially for positions that require specialized technical expertise in the fields of the environment, public health, and information technology.

The Influence of Competency Development on Improving SDGs

Competency development has been shown to be the most dominant variable influencing SDG improvement in Pangandaran City, with a t-value of 5.234 and a regression coefficient of 0.478 ($p < 0.05$). This finding confirms the importance of investing in civil servant capacity development as a key to the successful implementation of the SDGs agenda (*Sachs et al., 2022*). Civil servants with adequate technical, managerial, and socio-cultural competencies have been shown to be more capable of designing programs aligned with SDG indicators, allocating budgets efficiently, and conducting accurate monitoring and evaluation.

Further analysis shows that thematic training programs based on SDG core competencies, such as disaster risk management training for SDG 13, integrated waste management training for SDG 12, and MSME empowerment training for SDG 8, have a more significant impact than general training (*Prasetyo & Wibowo, 2022*). This implies that the Pangandaran City Government needs to design a training curriculum that explicitly integrates SDG material into each of its ASN competency development programs.

The Impact of Performance Assessment on SDGs Improvement

The performance assessment variable has a positive and significant effect on improving the SDGs, with a t-value of 4.103 and a regression coefficient of 0.367 ($p < 0.05$). These results align with the argument that a transparent and results-oriented performance assessment system can encourage civil servants to contribute optimally to achieving SDG targets (*Ismail & Rasdi, 2021*). The Employee Performance Target (SKP) system, integrated with SDG indicators, has been shown to increase individual civil servant accountability in implementing sustainable development programs.

However, this study also identified several weaknesses in the implementation of the performance appraisal system in Pangandaran City. The majority (67.8%) of respondents stated that the performance indicators in their SKP did not explicitly reference SDG targets relevant to their primary duties and functions. This situation results in a weak link between individual ASN performance and aggregate SDG achievement at the city level (*Ghozali, 2021*). Therefore, reforming the performance appraisal system to systematically integrate SDG indicators is a key recommendation of this study.

The Impact of Compensation on SDGs Improvement

The compensation variable has a positive and significant effect on improving the SDGs, with a t-value of 3.219 and a regression coefficient of 0.284 ($p < 0.05$). Although it is the variable with the smallest influence among the HR variables studied, compensation still plays an important role in motivating ASN to deliver their best performance in SDGs programs (*Mangkunegara, 2020*). The performance allowance (tukin) system linked to the achievement of SDGs targets has been shown to increase ASN motivation to contribute more actively to sustainable development programs.

Qualitative analysis through in-depth interviews revealed that civil servants working in regional government agencies (SKPD) actively managing SDGs programs often face heavier workloads without adequate additional incentives. This situation can lead to demotivation and reduced productivity in the long term (*Dessler, 2020*). Therefore, a more adaptive and responsive compensation policy is needed to address the complexity of the tasks carried out by civil servants in implementing SDGs programs.

Simultaneous Influence of HR on SDGs Improvement

The F-test results indicate that HR variables (HR planning, competency development, performance appraisal, and compensation) simultaneously have a significant effect on the improvement of SDGs in Pangandaran City, with an F-value of 48.762 and a significance value of 0.000 ($p < 0.05$). The coefficient of determination (R^2) of 0.743 indicates that 74.3% of the variation in SDG improvement can be explained by variations in the HR variables studied, while the remaining 25.7% is explained by other factors outside the model (*Hair et al., 2021*).

The resulting multiple linear regression equation is: $Y = 2.134 + 0.312X_1 + 0.478X_2 + 0.367X_3 + 0.284X_4$, where Y is SDGs improvement, X_1 is HR planning, X_2 is competency development, X_3 is performance assessment, and X_4 is compensation. This finding confirms that a holistic and integrated approach in apparatus HRM is the key to successfully accelerating the achievement of SDGs in Pangandaran City (*Creswell & Creswell, 2023*). The practical implication is that the Pangandaran City Government needs to ensure that all HRM subsystems are designed and implemented synergistically and oriented towards achieving SDGs as a long-term strategic goal.

CONCLUSION

Based on the analysis and discussion outlined above, this study yields several important conclusions. First, the overall condition of human resources (HR) within the Pangandaran City Government is in the fairly good category, with competency development as the strongest dimension and the compensation system as the dimension that still requires further improvement. Second, SDGs achievement in Pangandaran City reached 62.4% of the national target, with significant variation across the various SDGs; the best achievements were in SDGs 14 and 8, while SDGs 1 and 10 still require more intensive attention (*Ministry of National Development Planning/Bappenas, 2023*).

Third, all HR variables studied—namely, HR planning, competency development, performance appraisal, and compensation—were shown to have a positive and significant impact on SDGs improvement, both partially and simultaneously. The coefficient of determination of 74.3% indicates that HR is a very strong explanatory factor in the variation in SDG achievement in Pangandaran City. Competency development was the most dominant variable, implying that investment in civil servant human resource capacity is a top priority for the Pangandaran City Government (*Nugroho et al., 2023*).

Based on these findings, this study recommends several strategic points. The Pangandaran City Government needs to: (1) develop a human resource needs plan integrated with the SDGs planning document; (2) design a systematic and measurable SDGs-based competency development program; (3) reform the ASN performance assessment system by explicitly integrating SDGs indicators; (4) develop a compensation policy that is responsive to the complexity of tasks in SDGs implementation; and (5) build a monitoring and evaluation system capable of linking individual ASN performance with aggregate SDGs achievements (*Prasetyo & Wibowo, 2022*). Further research is recommended to use a more comprehensive mixed methods approach and expand the scope of the research area to other regencies in West Java to obtain a more representative picture.

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