



Competency Gaps and Human Resource Structures in the Musrenbang: A Logic Model Perspective

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Abstract

This study evaluates the quality of apparatus human resources in facilitating the Development Planning Deliberation (Musrenbang) in Ampelgading District, Malang Regency, using a Logic Model approach. This qualitative evaluative case study integrates an institutional capacity framework focusing on the human resources, organization, and task network dimensions with the Logic Model framework. Data were collected through in-depth interviews with informants drawn from district apparatus, the regional planning agency (Bappeda), village facilitators, and village governments, complemented by non-participant observation and document analysis of the Musrenbang process. The findings reveal a systemic human resource deficit: most of the structural positions that underpin Musrenbang remain vacant, including core functions such as the definitive District Head, the Head of the Planning Subdivision, and the Head of the Development Section. Apparatus facilitation competence is weak owing to the absence of technical guidance in recent years and limited mastery of the regional planning information system (SIPD). Inter-actor coordination rests on fragile informal channels. The study identifies bottlenecks at the resources–activities and activities–output transitions as the root cause of the failure to convert community aspirations. The resulting strategic design focuses on developing apparatus human resource capacity through continuous technical guidance, the appointment of permanent facilitators, and advocacy for filling strategic positions.

Keywords: Human Resources Apparatus, Institutional Capacity, Musrenbang, Logic Model, Facilitative Competence.

Abstrak

Penelitian ini ini mengevaluasi kualitas sumber daya manusia aparatur dalam memfasilitasi Musyawarah Perencanaan Pembangunan (Musrenbang) di Kecamatan Ampelgading, Kabupaten Malang, menggunakan pendekatan Logic Model. Studi kasus evaluatif kualitatif ini mengintegrasikan teori kapasitas kelembagaan yang berfokus pada dimensi human resources, organization, dan task network dengan kerangka Logic Model. Data dikumpulkan melalui wawancara mendalam terhadap para informan dari unsur aparatur kecamatan, Bappeda, pendamping desa, dan pemerintah desa, observasi non-partisipan, serta analisis dokumen Musrenbang. Temuan menunjukkan defisit SDM yang bersifat sistemik: sebagian besar jabatan struktural penopang Musrenbang berada dalam kondisi kosong, termasuk fungsi inti seperti Camat definitif, Kasubag Perencanaan, dan Kasi Pembangunan. Kompetensi fasilitasi aparatur lemah akibat ketiadaan bimbingan teknis dalam beberapa tahun terakhir serta rendahnya penguasaan sistem SIPD. Koordinasi antaraktor bertumpu pada kanal informal yang rapuh. Penelitian ini mengidentifikasi bottleneck pada transisi resources–activities serta activities–output sebagai akar kegagalan konversi aspirasi. Rancangan strategis yang dihasilkan berfokus pada pengembangan kapasitas SDM aparatur melalui bimbingan teknis berkelanjutan, penunjukan fasilitator tetap, serta advokasi pengisian jabatan strategis.

Kata kunci: Sumber Daya Manusia Aparatur, Kapasitas Kelembagaan, Musrenbang, Logic Model, Kemampuan Memfasilitasi.

INTRODUCTION

In public sector human resource management, the quality of government personnel stands as a key determinant of organizational effectiveness and public service delivery (Grindle & Hilderbrand, 1995). Unlike private-sector HRM, which is profit-driven, public sector HRM centers on building bureaucrats' competence to carry out service delivery, planning, and community participation facilitation. Studies have shown that strengthening the capacity of government human resources contributes significantly to achieving sustainable development targets, with strategic planning acting as a mediating variable that reinforces this relationship (Alhaq et al., 2025). One critical arena where this capacity is put to the test is the Musyawarah Perencanaan Pembangunan (Musrenbang), a participatory planning forum that requires sub-district officials to act simultaneously as facilitators, mediators, and planning technocrats.

A number of international studies have confirmed that the quality of local bureaucracy particularly the capacity of government officials to manage deliberative processes is decisive for the success of decentralized development (Brinkerhoff, 2015; Klausen, 2026). In developing-country contexts, limited institutional capacity is often not simply a matter of insufficient financial resources, but stems more from weak human resource management including poor staff placement, the absence of systematic competency development programs, and high rates of vacant structural positions (Bersch et al., 2017; Tummers & Knies, 2016).

However, more studies the show of indicates that the competence of local officials in facilitating Musrenbang remains weak. Limited technical competence, inadequate mastery of the Regional Government Information System (SIPD), institutional capacity constraints hinder the translation of community aspirations into development priorities (Bersch et al., 2017; OECD, 2016; Maelani et al., 2025). From an HRM perspective, this problem is not merely individual but structural in nature, encompassing recruitment policy, staff placement, competency development, and performance management of government personnel in peripheral regions.

Studies on participatory planning across developing countries show that the success of community-based planning forums hinges heavily on the capacity of intermediaries in this case, sub-district officials to translate local aspirations into standardized planning documents (Chambers, 1997; Damayanti & Syarifuddin, 2020; Osmani, 2008). Digital transformation in planning systems, such as the implementation of SIPD in Indonesia, adds a further layer of complexity, requiring government personnel to be not only bureaucratically literate but also technologically literate (Cordella & Tempini, 2015; Silcock, 2001).

Preliminary data from Ampelgading Subdistrict, Malang Regency an area where only 21.2% of positions are filled and where the posts of Subdistrict Head, Head of the Planning Section, and Head of the Development Section remain vacant highlights the urgency of this study. This study aims to: (1) analyze the quality of civil service human resources in facilitating the Musrenbang (Regional Development Planning Consultation) from the perspectives of competency and organizational structure; (2) identify bottlenecks in human resource capacity within the Logic Model process chain; and (3) develop a strategic plan for civil service human resource development based on the identified bottlenecks.

LITERATURE REVIEW

The literature review presents the theoretical foundation underlying the study's analysis. Three main frameworks are discussed in sequence: (1) the characteristics of human resource management in the public sector; (2) Grindle and Hilderbrand's (1995) dimensions of institutional capacity as they relate to the context of sub-district officials; and (3) the Logic Model as a tool for evaluating program performance. These three frameworks are then integrated to form the analytical framework used to analyze the field data.

Human Resource Management in the Public Sector

This section examines the distinctive characteristics of public sector HRM that set it apart from private-sector HRM approaches. Understanding these characteristics is essential for explaining why deficits in government human resources have a more complex impact on service quality and participatory facilitation than staff shortages do in private organizations (Hanafi & Abdullah, 2025). Public sector HRM has several distinctive features that differentiate it from the private sector: the complexity of its objectives (public value), public accountability, and political influence over

recruitment and placement (Bryson et al., 2015). Official competence is measured not only by technical skills but also by the ability to facilitate deliberation, mediate conflict, and maintain service integrity (Irma, 2025). Local government capacity, measured across three dimensions analytical, operational, and political jointly has a positive impact on public service delivery (Al-Ra'zie et al., 2025), with the three capacities functioning in a complementary manner (Sahputri, 2023).

In the public sector, effective HR management requires alignment between recruitment strategy, competency development, and a rewards system oriented toward public value. (Asmawa et al., 2024). This approach differs fundamentally from performance-based HRM in the private sector, as success for public officials is measured largely by citizen satisfaction and democratic accountability (Rainey, 2014). Furthermore, research has found that leadership quality within public organizations directly influences employee motivation to deliver meaningful work, which in turn affects the quality of service outcomes (Hermawan, 2016).

As well as in the context of Indonesia's decentralization, sub-district officials occupy a strategic position as both the frontline of administrative service delivery and facilitators of participatory development planning. However, this strategic position is often not matched by adequate HR capacity, particularly in peripheral regions that face budget constraints and struggle to attract highly qualified staff (Hadiz, 2010; Pratikno & Lay, 2011). This creates a structural gap between the demands of the role and the actual capacity of available personnel, which ultimately affects the quality of Musrenbang facilitation.

Institutional Capacity by Grindle and Hilderbrand (1995)

This section outlines the institutional capacity framework developed by (Grindle & Hilderbrand, 1995). This framework was chosen for its relevance in analyzing the limited institutional capacity of government bodies in developing countries, particularly across the dimensions of human resources, organization, and task networks dimensions directly related to the challenges facing Musrenbang in Ampelgading Sub-district.

They identify five dimensions of public sector capacity, but the most relevant to HRM are: (1) human resources (competence, training, and the meaningful use of skills); (2) organization (structure, work culture, and leadership); and (3) task network (inter-organizational coordination) (Grindle & Hilderbrand, 1995). They argue that HR constraints stem more often from a failure to provide meaningful work and make effective use of employees' skills than from a lack of training per se. This finding is reinforced by evidence showing that post-training change initiatives (change projects) mediate the transformation of individual competence into organizational routine, while administrative capacity determines the sustainability of these outcomes (Kinho et al., 2026).

The human resources dimension within this framework encompasses three interrelated aspects: the availability of a sufficient number of human resources, competencies relevant to tasks and functions, and working conditions that support the optimal utilization of skills (Grindle & Hilderbrand, 1995). When one or more of these aspects is lacking, overall institutional capacity will be compromised, even if the other aspects are adequate (Brinkerhoff, 2015). In the context of Musrenbang, a deficit in the human resources dimension can lead to failure in carrying out the functions of facilitation, verification, and documentation, which are at the core of the participatory planning process.

The organizational dimension relates to the structural and cultural aspects that shape the context in which human resources operate. An incomplete organizational structure, characterized by numerous vacant positions, creates conditions where the workload is concentrated on a small number of personnel, thereby reducing the quality of performance for each function. A strong and consistent organizational culture can partially compensate for resource limitations, but it cannot fully replace the need for human resources that are adequate in both quantity and competence (Hofstede et al., 2010). The task network dimension, on the other hand, relates to an organization's ability to coordinate and collaborate with external actors in completing tasks that exceed its internal capacity (Kettl, 2006).

The Logic Model as an Analytical Framework for HRM

This section present Logic Model as an analytical framework used to trace the causal chain between human resource inputs, facilitation processes, and planning outputs in the context of the Musrenbang. The Logic Model was selected based on its ability to identify critical points (bottlenecks) in the program performance chain, which is highly relevant for evaluating the effectiveness of civil service personnel.

The Logic Model enables a causal analysis of how inputs (human resource competencies and numbers) influence activities (Musrenbang facilitation), which in turn generate outputs (quality of proposal documents), and ultimately lead to outcomes (quality of participation) (Poister et al., 2014). In the context of HRM, the Logic Model helps identify points where HR capacity deficits become bottlenecks that disrupt the entire organizational performance chain. The application of the Logic Model perspective to evaluate public service innovations in the West Pasaman Regency government demonstrates that this approach is effective in identifying gaps between policy planning and implementation (Aromatica et al., 2024). A similar study in the context of Japanese public policy also confirms that the use of the Logic Model in policy evaluation helps clarify the cause-and-effect relationships among program components (Sato, 2023).

In the program evaluation literature, the Logic Model has evolved from a simple planning tool into a comprehensive evaluation framework capable of integrating process, output, and impact dimensions within a single, coherent causal diagram (Kellogg Foundation, 2004). Its main strength lies in its ability to make the hidden assumptions behind program design visible, allowing evaluators to identify gaps between program theory and the realities of implementation (McLaughlin & Jordan, 2015). In the context of HR evaluation, the Logic Model can be used to assess the extent to which investment in developing officials' competence (input) successfully translates into improved service processes (activities) and higher-quality output (Funnell & Rogers, 2011).

Collaborative participatory approaches to spatial planning in Indonesia have been shown to stimulate stakeholder engagement and ensure that local voices are heard and incorporated into the process (Shantiko et al., 2021). These findings are relevant to Musrenbang, which likewise demands facilitation capacity on the part of officials to manage an inclusive participatory process. Furthermore, applying the Logic Model within participatory planning contexts allows for a more precise identification of the factors that hinder the translation of community aspirations into policy decisions (Brest, 2010; Chen, 1990).

RESEARCH METHOD

The research method presents a comprehensive account of the research design, including the research paradigm adopted, the study's locus and focus, data collection techniques, analytical procedures, and the mechanisms used to ensure data validity. This methodological transparency is essential to allow other researchers to replicate and verify the findings.

This study adopts a qualitative approach using an evaluative case study design (Ying et al., 2025). The choice of a qualitative paradigm rests on the consideration that the phenomenon under investigation the quality of officials' human resources in the context of Musrenbang facilitation is multidimensional and context-bound, and cannot be adequately understood through numerical data alone (Creswell & Creswell, 2018). The case study approach allows the researcher to explore a single, specific case (Ampelgading Sub-district) in depth and in all its complexity, while still maintaining a clear link to the broader context (Ridder et al., 2014).

The study was conducted in Ampelgading Sub-district and the Regional Development Planning Agency (Bappeda) of Malang Regency. This locus was selected based on three considerations: (1) the presence of an extreme condition an exceptionally low position-filling rate of 21.2% that offers sharp variation for analysis; (2) the accessibility of key informants; and (3) the relevance of a peripheral context that represents the broader challenges facing HR-constrained regions across Indonesia. Data were collected through in-depth interviews with 19 informants across three groups: (A) sub-district officials (Acting Sub-district Head, Sub-district Secretary, technical staff); (B) Bappeda staff and village facilitators; and (C) village government officials and community leaders.

Non-participant observation was conducted during the 2026 Sub-district Musrenbang to gather primary data on facilitation dynamics, patterns of interaction among actors, and the quality of the deliberative process. Non-participant observation was chosen to minimize subject reactivity and ensure that the behaviors observed authentically reflected facilitation practices as they naturally unfold (Spradley, 1980). Document analysis covered Musrenbang reports across three cycles (2024–2026), organizational structure documents, and personnel data. Triangulation across interviews, observation, and documents was carried out to strengthen the validity of the findings (Denzin & Lincoln, 2018).

Data were analyzed using the interactive model of [Miles, Huberman, and Saldaña \(2013\)](#), with the Logic Model serving as the analytic backbone. The analysis proceeded through four iterative stages: data condensation, data display, verification, and conclusion drawing. The Logic Model was used to organize the findings, with each component input/resources, activities, output, and outcome analyzed separately while remaining attentive to their interconnections within the causal chain. Data validity was ensured through source triangulation, member checking, and an audit trail.

RESULT AND DISCUSSION

This section presents the research findings in a structured manner following the components of the Logic Model (resources, activities, outputs), followed by an interpretive discussion that integrates the field findings with the theoretical framework. Each subsection begins with a presentation of empirical data, which is then analyzed from the perspectives of public sector HRM and institutional capacity.

Result

The Quality of Civil Service Personnel as an Input (Resources)

Empirical data on the quantitative and qualitative conditions of the Ampelgading Subdistrict civil service workforce as an input component in the Musrenbang Logic Model. The data were collected from official personnel documents and confirmed through in-depth interviews with subdistrict officials. These conditions serve as a critical starting point that determines the likelihood of effectively implementing the entire chain of Musrenbang functions. Table 1 illustrates the systemic human resource deficit in Ampelgading Subdistrict.

Tabel 1. Human Resource Needs and Availability for the Ampelgading Subdistrict Administration in 2026

Position	Needs	Availability	(%)
Sub-District Head	1	0	0
Secretaris Sub-District Head	1	1	100
Deputy Head of the Planning, Evaluation, and Reporting Section	1	0	0
Head of Community Development and Empowerment	1	0	0
Head of Government	1	0	0
Head of Social Welfare and Youth Affairs Division	1	0	0
Head of Peace & Order	1	0	0
Administrative and Technical Staff (aggregate)	26	6	23,1
Total	33	7	21,2

Source: Ampelgading Subdistrict Organizational Structure and Operational Procedures Document 2026 (adapted)

The position filling rate is only 21.2%. Vacancies in the positions of permanent Subdistrict Head, Head of the Planning Subdivision, and Head of the Development Section are the most critical because all three directly support the facilitation function of the Musrenbang. This situation aligns with the findings of [Manik et al. \(2022\)](#) that limitations in human resources, budget, and authority constitute structural constraints in subdistrict-level Musrenbang.

Facilitation Competencies in the Activities Component

In the human resources dimension, the analysis examines how the human resources deficit in the input component impacts the quality of the Musrenbang facilitation process (activities). This data was obtained from in-depth interviews, direct observations of the 2026 Musrenbang implementation, and cross-verification with civil servant training documents. The analysis focused on three dimensions: individual technical competencies, organizational structure and culture, and patterns of coordination among actors.

In the human resources dimension, the findings indicate weak facilitation competencies among civil servants. The Acting Subdistrict Head acknowledged: "In Ampelgading Subdistrict, the number of civil servants is extremely low there are only 8 civil servants, and often one person handles multiple tasks." A subdistrict staff member added: "Specifically regarding the Musrenbang, there has been no training

to date. The only activities conducted so far have been limited to outreach sessions related to the SIPD, and even those have not been held for the past 2 or 3 years.”

Bappeda staff confirmed this impact: “Sometimes, when we work with sub-district verifiers who are elderly or not very tech-savvy, some of them still have difficulty going through the verification process.” This situation reflects what [Leeuw & Donaldson \(2015\)](#) identified as an “implementation gap”—the gap between the capacity required to implement a program and the actual capacity available. The absence of technical guidance for 2–3 years also indicates a weak system of continuous professional development for subdistrict officials, a condition that contradicts the principles of strategic HRM.

In the organizational dimension, the work culture remains procedural in nature and does not yet support deliberative facilitation. Officials tend to view the Musrenbang as merely an administrative obligation, rather than a participatory process requiring specialized facilitation skills. In the task network dimension, coordination relies on informal channels (WhatsApp, telephone) and becomes fragile when key network nodes (the Regional People’s Representative Council, technical government agencies) are absent.

Output and Human Resource Capacity Bottlenecks

This subsection presents data on the quality of Musrenbang outputs as a consequence of the human resource deficit discussed in the previous section, and specifically identifies the location of bottlenecks in the Logic Model chain. Understanding the location and nature of these bottlenecks is the basis for formulating targeted intervention strategies. Table 2 shows the low quality of outputs as a consequence of the human resource deficit.

Tabel 2. Technical Quality of the 2024–2026 Ampelgading Subdistrict Development Planning Forum (Musrenbang) Proposals

Indicator	2024	2025	2026
Proposals with Coordinates	26	35	63
Proposal Without Coordinates	109	86	76
"Wrong Room" Error	High	Medium	Ongoing

Source: Ampelgading Subdistrict Development Planning Meeting Report (edited)

The main bottlenecks were identified in the transition from resources to activities (a shortage of human resources in terms of both quantity and competence hinders the implementation of facilitation) and the transition from activities to outputs (weak technical assistance results in proposals that do not meet SIPD standards). This is consistent with findings that evaluations using a Logic Model perspective can identify gaps between inputs, activities, and outputs in public policy implementation ([Aromatica et al., 2024](#)).

DISCUSSION

The Human Resources Shortage as the Root Cause of Problems in the Musrenbang

With reference to ([Grindle & Hilderbrand, 1995](#)), findings confirm that HR constraints stem more from structural failures to provide meaningful work and make effective use of employees' skills, rather than simply from a lack of training. The 78.8% vacancy rate for structural positions in Ampelgading Sub-district meant that core Musrenbang facilitation functions were left organizationally unfilled, instead being carried out on an ad hoc basis by a limited number of personnel juggling multiple roles at once. This situation creates what can be described as "structural strain" a tension between high functional demands and severely limited HR capacity that ultimately degrades the quality of every process dependent on that capacity ([Mintzberg, 1979](#)).

This finding is reinforced by evidence showing that while operational capacity (including fiscal capacity) has long been a central concern in decentralization, analytical and political capacity are equally important and mutually complementary ([Setiawan et al., 2022](#)). In the context of Musrenbang, sub-district officials require not only operational capacity (the technical ability to operate SIPD) but also analytical capacity (the ability to interpret proposal lists and carry out verification) and political capacity (the ability to mediate interests and build consensus). The absence of a definitive Sub-district

Head the figure who embodies political authority at the sub-district level had a particularly detrimental effect on the weak mediation and consensus-building capacity observed throughout the Musrenbang process (Vroom & Jago, 1988).

The Implications of HRM for Organizational Effectiveness

From a public sector HRM perspective, these findings indicate that recruitment, placement, and competency development policies in peripheral regions have yet to be oriented toward strengthening institutional capacity. The absence of technical facilitation guidance for 2–3 years reflects the weakness of ongoing capacity-building programs. Leadership training contributes to improved service delivery only when supported by a conducive transfer climate, strong organizational commitment, and well-structured change projects (Kinho et al., 2026). In Ampelgading's case, the complete absence of technical guidance not merely a weak transfer climate suggests that the problem lies at a more fundamental level.

The limited mastery of SIPD among older officials points to a need for digital upskilling approaches that are adapted to the demographic characteristics of the workforce. This finding aligns with broader evidence that digital transformation in government often runs into obstacles rooted not in technological limitations but in workforce resistance and unreadiness (Cordella & Tempini, 2015). This is consistent with Minister of PANRB Regulation No. 20 of 2024 on the Functional Position of Planner, which stipulates that Planners at the Junior Expert through Senior Expert levels must be able to formulate implementation plans for policies, sectoral and cross-sectoral programs, and strategic development budgets.

From an organizational learning perspective, conditions in Ampelgading Sub-district reveal the absence of any systematic organizational learning mechanism (Senge, 1990). Knowledge of Musrenbang procedures resides with specific individuals and is not transferred to other officials in any structured way. When experienced officials are transferred or retire, that institutional knowledge leaves with them, creating a recurring cycle of competency deficits. This situation calls for HRM interventions that focus not only on individual development but also on building organizational knowledge management systems (Nonaka & Takeuchi, 1995).

Strategic Plan for the Development of Civil Service Human Resources

The subsection formulates HR development strategies for local officials based on the bottleneck analysis conducted earlier. The strategies are designed in tiers, ranging from immediate short-term interventions to systemic long-term change, taking into account the interconnections among the components of the Logic Model. Drawing on the bottleneck analysis and building on the capacity development framework proposed by (Grindle & Hilderbrand, 1995), as well as the findings of Kinho et al. (2026), the following HR development strategies are formulated.

Advocating to the Regional Civil Service Agency (BKD) and the Regency Government for the filling of strategic positions (Sub-district Head, Head of Planning Sub-division, Head of Development Section). This is essential because vacancies in structural positions constitute a systemic root cause of the problem. From (Grindle & Hilderbrand, 1995), perspective, filling structural positions is a minimum prerequisite for institutional capacity to function effectively. Without definitive officeholders in key positions, any strategy aimed at individual competency development will lack the organizational context needed to produce sustainable impact.

Appointing permanent facilitators and trained SIPD operators at the sub-district level, ensuring continuity of these roles rather than reliance on temporary personal initiative. Having permanent facilitators in place would create more stable institutional memory and allow practical experience to accumulate across successive Musrenbang cycles (Levitt & March, 1988). Developing knowledge transfer mechanisms from senior to junior officials to sustain competency over time, given that many currently competent officials are nearing retirement age. Such mechanisms could take the form of structured mentoring, documentation of standard operating procedures, or communities of practice that facilitate informal yet systematic knowledge sharing (Wenger et al., 2002).

CONCLUSION

The quality of local officials' human resources in Ampelgading Sub-district suffers from a simultaneous deficit across the dimensions of quantity, competence, and coordination, rooted in vacant

structural positions underpinning Musrenbang, the absence of technical facilitation guidance, limited mastery of digital planning systems, and reliance on informal coordination channels. This deficit constitutes the principal bottleneck in the Musrenbang Logic Model chain, particularly at the transitions from resources to activities and from activities to output, causing community aspirations to fail in their conversion into high-quality development decisions. Theoretically, this study affirms that the institutional capacity framework remains relevant for analyzing local bureaucratic capacity deficits in the digital era, while its integration with the Logic Model provides greater analytical precision in pinpointing where bottlenecks occur. The resulting strategic design emphasizes filling strategic positions, ongoing technical guidance, appointing permanent facilitators, and developing knowledge transfer mechanisms as prerequisites for the sustainable restoration of facilitation capacity.

RECOMMENDATIONS

Practical Recommendations

1. The Regional Civil Service Agency (BKD) of Malang Regency should prioritize filling the positions of definitive Sub-district Head, Head of Planning Sub-division, and Head of Development Section in Ampelgading Sub-district as an urgent matter that cannot be delayed. Postponing these appointments would mean allowing the current capacity deficit to persist, with direct consequences for the quality of development planning at the sub-district level.
2. Bappeda should conduct regular technical guidance on Musrenbang facilitation and SIPD, at minimum once before each Musrenbang cycle. These training programs should be designed with the demographic characteristics of officials in mind (including content adapted for older personnel) and should include hands-on practice with the SIPD system under conditions that closely resemble real working situations.
3. The sub-district should appoint permanent facilitators and trained SIPD operators to ensure continuity of technical capacity. These appointments should come with clearly defined role descriptions, a proportional time allocation, and a supportive incentive system.

Theoretical Recommendations

1. Future research should quantitatively test the relationship between facilitator competence and the quality of Musrenbang outputs, as well as conduct comparative studies of HRM policies across regencies in managing personnel in peripheral areas. Quantitative testing would allow the findings - currently limited to a single case study - to be generalized more broadly.
2. Longitudinal research is also needed to examine the effectiveness of ongoing technical guidance programs in improving the quality of Musrenbang facilitation. Such studies could help answer how much time is required before investment in officials' competency development yields measurable improvements in the quality of Musrenbang outputs.
3. In addition, a standardized instrument for measuring officials' facilitation competence should be developed, enabling HR capacity evaluation to be conducted more systematically and comparatively across regions. Such an instrument would be a valuable tool not only for research purposes but also for HR development planning by government agencies.

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TOOLS DECLARATION

In preparing this manuscript, the author used the following tools. Zotero was used for reference management and for formatting citations and the reference list according to APA style. DeepL was used to assist with translating and editing the manuscript into English. A generative artificial intelligence tool, Claude AI (Anthropic), was used to a limited extent to assist with paraphrasing, language editing, and refining sentence structure. All output from these tools has been thoroughly reviewed, verified, and edited by the author.

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