THE IMPORTANCE OF UNDERSTANDING
THE HEAD OF REGIONAL APPARATUS TO FUNCTIONAL POSITIONS IN IMPROVING THE PERFORMANCE OF THE KARIMUN REGENCY GOVERNMENT

PENTINGNYA PEMAHAMAN KEPALA PERANGKAT DAERAH TERHADAP JABATAN FUNGSIONAL DALAM MENINGKATKAN KINERJA PEMERINTAH KABUPATEN KARIMUN[1]

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ABSTRACT
This study investigates the comprehensive impact of the understanding of the heads of regional apparatus on functional positions, the management of functional roles, and performance enhancement strategies on the overall performance of the Karimun Regency Government. A well-informed leadership on functional positions is expected to increase bureaucratic efficiency and elevate public service delivery. The findings reveal that the understanding of functional roles, the optimization of these positions, and systemic efforts toward performance improvement each significantly affect governmental performance. Collectively, these three factors account for 82.7% of the variation in government performance, emphasizing the importance of synergy among them. Thus, it is concluded that a holistic approach (encompassing leadership insight, structured functional role management, and continuous performance improvement) is essential for achieving effective and responsive local governance.
Keywords: Government Performance, Understanding of the Head of Regional Apparatus, Functional Positions, Performance Improvement.

ABSTRAK
Penelitian ini mengkaji dampak menyeluruh dari pemahaman kepala perangkat daerah terhadap jabatan fungsional, pengelolaan jabatan fungsional, serta strategi peningkatan kinerja terhadap kinerja Pemerintah Kabupaten Karimun. Kepemimpinan yang memahami secara mendalam peran jabatan fungsional diharapkan mampu meningkatkan efisiensi birokrasi dan kualitas pelayanan publik. Hasil penelitian menunjukkan bahwa pemahaman terhadap jabatan fungsional, optimalisasi pengelolaan jabatan tersebut, serta upaya sistematis peningkatan kinerja, masing-

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masing berpengaruh signifikan terhadap kinerja pemerintah. Ketiga variabel ini secara simultan menjelaskan 82,7% variasi kinerja pemerintah, yang menegaskan pentingnya sinergi di antara ketiganya. Dengan demikian, dapat disimpulkan bahwa pendekatan yang holistik (yang mencakup wawasan kepemimpinan, tata kelola jabatan fungsional yang terstruktur, dan peningkatan kinerja yang berkelanjutan) merupakan kunci dalam mewujudkan tata kelola pemerintah daerah yang efektif dan responsif.

Kata Kunci: Pemahaman Kepala Perangkat Daerah, Jabatan Fungsional, Kinerja Pemerintah, Peningkatan Kinerja.

A. INTRODUCTION

Local governments play a crucial role in performing administrative tasks and providing public services to the community. In carrying out these responsibilities, the heads of regional agencies, as leaders in each institution, bear significant responsibility. One of the main duties of the head of a regional agency is to have a deep understanding of the roles and functions of functional positions within the government. This understanding is not only important for the effectiveness of each employee's tasks but also for improving the overall performance of the local government, particularly in Karimun Regency. The good performance of local government is highly dependent on the effective management of human resources, including functional positions.

Functional positions are roles that provide civil servants (PNS) with opportunities to develop their competencies in accordance with their specific expertise. These positions are governed by strict regulations and play a vital role in supporting the smooth operation of government bureaucracy. For example, functional positions in fields such as education, health, or development planning are crucial in formulating policies and programs that directly impact the community. However, without adequate understanding from the heads of regional agencies, the potential of these functional positions may not be fully realized, potentially hindering the performance of the local government.

The importance of the head of regional agencies' understanding of functional positions can be observed from its impact on organizational efficiency and the effectiveness of public service delivery. A regional agency head who understands the roles and responsibilities of functional positions will be better equipped to provide appropriate guidance and direction to functional officials. Conversely, if the head of a regional agency lacks a deep understanding of these positions, the coaching and management of personnel in functional roles may be disrupted, ultimately affecting the performance of the local government.

According to data from the 2023 Performance Report of the Karimun Regency Government, there has been a significant improvement in several performance indicators, such as public satisfaction with public services and the Human Development Index (HDI). However, there are still sectors showing

unsatisfactory results, particularly in personnel management and the improvement of service quality in health and education. This suggests that there is a gap in understanding functional positions that needs to be addressed.

Based on data from the Regional Personnel and Human Resource Development Agency of Karimun Regency, around 35% of the heads of regional agencies in Karimun do not fully understand the regulations related to functional positions. This is despite the fact that functional positions play a crucial role in supporting the operational activities of each agency. Therefore, a comprehensive study is needed to assess how the heads of regional agencies' understanding of functional positions may influence the overall performance of the local government.

Moreover, existing regulations, such as Law No. 5 of 2014 on Civil Apparatus, mandate that heads of regional agencies must possess a deep understanding of the functional position system. This regulation aims to enhance professionalism and the quality of public services. However, in practice, the heads' understanding is often hindered by a lack of adequate training and information. Therefore, this study aims to assess the extent to which this understanding impacts the performance of the Karimun Regency Government.

The importance of training for the heads of regional agencies concerning functional positions cannot be overlooked. According to information from the Education and Training Office of Karimun Regency, training for regional agency heads tends to focus more on general managerial aspects and administrative functions of government. In contrast, in-depth understanding of functional positions, which involve specific technical dimensions, has not received sufficient attention. This lack of focus could potentially reduce the quality of decisions made by regional agency heads in managing human resources.

Through this research, it is expected that solutions will be found to enhance the heads of regional agencies' understanding of functional positions, with the goal of improving the performance of the Karimun Regency Government. A better understanding of functional positions will enable agency heads to more effectively guide and motivate employees, thereby creating a more efficient bureaucracy that is responsive to community needs. This study will also explore the challenges faced by regional agency heads in understanding functional positions and identify practical solutions that can be implemented within the context of the Karimun Regency Government.

1. Theoretical Background
1.1 Government Performance

According to Muhaimin et al., (2024), government performance is one of the key elements in creating an effective and efficient government, as well as providing optimal services to the community. In this context, the "Theory of Organizational Performance" put forward by Richard L. Daft can provide a clear view of how organizations

(including governments) work to achieve their goals (Purba et al., 2024). According to Daft, organizational performance can be seen from the organization's ability to achieve the goals that have been set with available resources (Ernawati, 2024). According to Khofifah dan Witono (2024), In government, this includes success in providing good public services, efficient budget management, and achieving regional development goals.

This theory emphasizes the importance of good coordination between parts of the organization to achieve optimal results (Khairan et al., 2024). In this case, the head of the regional apparatus plays an important role in managing and leading employees in each functional position so that every task can be carried out properly and in accordance with applicable regulations (Prayuda, 2024). According to Uisuma dan Lambey (2024), If the Head of the Regional Apparatus has a deep understanding of functional positions, then they can optimize the role of each employee in achieving organizational goals. This understanding will create better synergy between parts of the government, which in turn will have a positive effect on government performance.

Furthermore, according to Aisyah et al., (2024), The "Managerial Performance Theory" put forward by Robert L. Katz is also relevant in the context of government performance. Katz identified three types of skills needed by managers to improve organizational performance, namely technical skills, human skills, and conceptual skills (Rachman, 2024). In the context of government, the head of the regional apparatus needs in-depth technical skills related to functional positions, human skills to interact with employees, and conceptual skills to formulate policies and lead teams towards achieving goals (Fadhila et al., 2024). The combination of these skills is crucial in creating effective and efficient government performance.

The importance of skills and a good understanding of functional positions can also be seen in the context of the "Performance Measurement Theory" proposed by Kaplan and Norton through the concept of the Balanced Scorecard (Putra et al., 2024). According to this theory, performance measurement should involve four main perspectives: finance, customers, internal processes, and learning and growth. According to Aziz dan Ayu (2024), In government, performance can be measured through indicators such as public satisfaction, efficiency in budget use, and the quality and sustainability of public services. Heads of regional apparatus who have a good understanding of functional positions can more easily compile appropriate performance indicators and ensure that every employee in a functional position works in accordance with the goals that have been set (Mualif et al., 2024).

With a good understanding of functional positions, the head of the regional apparatus will be able to optimize all the potentials that exist in the organization. According to Rahman et al., (2024), As expressed in "Human Resource Theory" by Gary Dessler, the

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best performance can be achieved when each individual within an organization is empowered according to his or her competencies and potential. In this case, the head of the regional apparatus plays a key role in creating an environment that supports employee development, especially in functional positions, to achieve maximum performance (Handraini et al., 2024). Therefore, a deep understanding of functional positions is essential to ensure that the performance of the Karimun Regency government can improve significantly.

1.2 Understanding of the Head of Regional Apparatus

According to Nugroho et al., (2024), The understanding of the Head of Regional Apparatus related to functional positions is very important to ensure success in carrying out government tasks. One of the relevant theories in this context is the "Transformational Leadership Theory" put forward by Bernard M. Bass. This theory emphasizes the importance of the role of leaders who not only direct their subordinates, but are also able to inspire and motivate them to achieve common goals (Asmawati et al., 2024). In this case, the head of the regional apparatus as a leader needs to have a deep understanding of functional positions to be able to manage and develop the potential of employees in it (Khomariyah & Ma'adi, 2024).

According to Daswirman dan Sari (2024), Transformational Leadership theory teaches that effective leaders must be able to recognize the needs and potentials of individuals in their teams, including an understanding of

functional positions. The head of the regional apparatus who deeply understands the duties and roles of each functional position will find it easier to provide clear direction and support needed by employees (Angraini et al., 2024). With this understanding, the head of the regional apparatus can create a work environment that encourages employees to work more productively and innovate, which in turn will improve the performance of the local government (Syaifuddin et al., 2024).

In addition, according to Ginting et al., (2024), The "Social Learning Theory" proposed by Albert Bandura is also very relevant in the context of understanding functional positions. This theory emphasizes the importance of observation, imitation, and modeling in the learning process. Through social learning, the head of the regional apparatus can transmit knowledge about functional positions to employees in a more effective way, through training or mentoring that involves direct interaction (Mahmud et al., 2024). According to Sastra dan Aryantoni (2024), An in-depth understanding of functional positions is also closely related to the "Herzberg Motivation Theory" which explains the two main factors in motivating employees, namely the motivator factor and the hygienic factor. Motivating factors, such as achievement and recognition, can arise when the head of the regional apparatus understands well how functional positions contribute to organizational performance (Hakim, 2024). When employees feel that their role is valued and recognized, they will be more

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motivated to do a good job. On the other hand, hygienic factors that include comfortable working conditions and role certainty will be realized if the head of the regional apparatus manages functional positions effectively (Ufaira & Khamimah, 2024).

In the context of the Karimun Regency government, the application of these theories is crucial to optimizing the role of the head of the regional apparatus in understanding functional positions. A strong understanding will enhance the quality of human resource management, foster synergy between the head of the regional apparatus and employees, and improve the performance of local government. Therefore, it is essential to provide the heads of regional apparatus with adequate training and resources to deepen their understanding of functional positions, ultimately leading to a more effective and efficient government. (Djunaedi et al., 2024).

1.3 Functional Positions

According to Junus et al., (2024), Functional positions play a crucial role in the organizational structure of government, particularly in enhancing the performance of local governments. To understand the significance of functional positions, one relevant theory is the "Bureaucratic Organization Theory" proposed by Max Weber. This theory emphasizes the importance of a structured and procedural system within government organizations to ensure the efficient execution of administrative tasks. (Hanjani & Muslim, 2024). According to Erwin et al., (2024), Functional positions, which focus on specific technical tasks, require clear and structured arrangements so that each individual can work according to his or her competence. In this context, functional titles help ensure that each employee has a proper and clear role in the organization.

According to Weber, a bureaucratic organization is one that has strict rules, clear hierarchies, and detailed division of tasks (Juliartha et al., 2024). According to the functional position, it plays a role in translating it into more specific and technical tasks. In government, functional positions not only include administrative work, but also direct employees to carry out tasks that require certain skills and expertise (Budiono, 2024). Therefore, each functional position is regulated by regulations that ensure that only individuals with the right competencies can fill the position (Ningrum & Herdiansyah, 2024).

According to Subagja et al., (2024), Maslow's theory of "Hierarchical Needs" can also be applied in understanding functional positions. Maslow explained that every individual has needs that must be met, ranging from basic needs to the need to achieve higher self-potential. In the context of functional positions, the fulfillment of employee needs can occur through assigning tasks that are in accordance with their skills and interests (Roza & Syahrul, 2024). According to Kurniasih dan Daifullah (2024), By providing appropriate functional positions, employees will feel valued and motivated to provide the best performance, which in turn can improve

the performance of government organizations. A good understanding of functional positions by the heads of regional apparatus will allow them to allocate tasks appropriately, according to the abilities of each employee (Jesaja, 2024).

In addition, according to Rakhman et al., (2024), Gary Dessler's "Human Resource Development (HR) Theory" is also very relevant in understanding the importance of functional positions. This theory focuses on how organizations can develop the potential of employees to achieve the overall goals of the organization. In local government, functional positions provide space for employees to develop and contribute according to their skills (Djamil & Sunarya, 2024). Regional heads who understand functional positions will find it easier to plan career development for employees, as well as provide appropriate training to support their success in the position.(Reonal et al., 2024)

The application of these theories in the context of the Karimun Regency Government will have a significant impact on improving government performance (Kurniawan & Khairul, 2024). Heads of regional apparatus who understand the role and importance of functional positions will be able to optimize existing human resources. Thus, employees in functional positions will have a clear and effective role in realizing regional development goals (Irawati et al., 2024). Therefore, it is important for the head of the regional apparatus to deepen his understanding of functional positions, because this will

directly affect the quality and performance of the local government in serving the community .

1.4 Performance Improvement.

According to Garini dan Rahman (2024), Performance improvement in an organization, including in government, requires a comprehensive approach to ensure effectiveness and efficiency in the implementation of tasks. According to Gumiwa et al., (2024), One of the relevant theories for understanding the process of performance improvement is the "Armstrong Model Performance Improvement Theory". According to Armstrong, improving organizational performance depends on two main factors: individual motivation and the organization's ability to provide the right support (Hadist et al., 2024). In the context of government, especially in Karimun Regency, the understanding of the head of the regional apparatus to functional positions plays an important role in creating these two factors — employee motivation and the ability to carry out tasks effectively (Chasana et al., 2024).

According to this theory, the head of the regional apparatus who has a deep understanding of functional positions will be better able to create a supportive environment for employees to develop and contribute optimally (Haning, 2024). This understanding allows the head of the regional apparatus to set clear goals, provide constructive feedback, and provide the training and development needed to improve the capabilities of employees. According to Nasution dan Rizky (2024),

Through individual capacity building through functional positions, local government performance will improve because every employee can carry out their duties better and more purposefully (Sakarina & Noviantoro, 2024).

In addition, according to Afifa (2024), The "Theory of Organizational Learning" put forward by Chris Argyris and Donald Schön also provides a very useful insight in the context of performance improvement. This theory emphasizes that improving organizational performance occurs when the organization is able to learn from experiences and mistakes, and continue to adapt to existing changes (Effendy et al., 2024). In this case, the head of the regional apparatus who understands functional positions will be better able to encourage a culture of learning in government organizations. By providing space for employees to innovate and learn, government organizations can be more responsive to challenges and improve the quality of public services (Lestari et al., 2024).

According to Erlinda dan Septian (2024), The theory of "Service Leadership" or Servant Leadership developed by Robert K. Greenleaf is also very relevant in the context of improving government performance. Heads of regional apparatus who understand functional positions well will be more likely to apply the principles of service leadership (Zam, 2024).

Furthermore, according to Syafirman dan Syamsir (2024), Gary Dessler's "Performance Management

Theory" also provides a clear framework for how to improve individual and organizational performance. This theory proposes the importance of planned performance management, starting with setting clear goals, providing relevant training, and conducting periodic performance evaluations (Prayoga & Hasibuan, 2024). In the context of functional positions, the head of the regional apparatus who has a good understanding of the roles and responsibilities of this position will be more effective in planning performance management, starting from performance measurement, providing feedback, to giving awards or career development for employees (Malika et al., 2024).

Overall, the application of these performance improvement theories in the management of functional positions in Karimun Regency is very important to improve the overall performance of the government. Heads of regional apparatus who understand functional positions well can create a system that encourages motivation, learning, and development for employees (Dewi & Dewi, 2024). Thus, the performance of the Karimun Regency government can increase, so that better public services and more advanced development can be achieved.

B. RESEARCH METHODS

This study uses a quantitative method to analyze the impact of the heads of regional agencies' understanding of functional positions on improving the performance of the Karimun Regency Government. The population of this study consists of employees holding functional positions

in each Regional Device Organization (OPD), totaling 812 employees, as shown in the following table.:

Table 1. Number of Functional Positions in Each OPD

No.	Nama OPD	Jumlah Jabatan Fungsional
1.	Sekretariat Daerah	78
2.	Sekretariat DPRD	21
3.	Inspektorat Daerah	32
4.	Dinas Pendidikan Dan Kebudayaan	34
5.	Dinas Kesehatan	64
6.	RSUD M.Sani	0
7.	Dinas Pekerjaan Umun Dan Penataan Ruang	39
8.	Dinas Perumahan Rakyat Dan Kawasan Pemukiman	18
9.	Dinas Sosial	16
10.	Dinas Pengendalian Penduduk, Keluarga Berencana, Pemberdayaan Perempuan Dan Perlindungan Anak	16
11.	Dinas Lingkungan Hidup	16
12.	Dinas Kependudukan Dan Pencatatan Sipil	18
13.	Dinas Pemberdayaan Masyarakat Dan Desa	16
14.	Dinas Perhubungan	7
15.	Dinas Penanaman Modal Pelayanan Terpadu Satu Pintu	24
16.	Dinas Kepemudaan Dan Olahraga	24
17.	Dinas Pariwisata	22
18.	Dinas Perpustakaan Dan Kearsipan	15
19.	Dinas Perikanan	21
20.	Dinas Pangan Dan Pertanian	43
21.	Dinas Koperasi Usaha Mikro, Perdagangan Dan Energi Sumber Daya Mineral	13
22.	Dinas Komunikasi, Informatika, Statistik Dan Persandian	23
23.	Satuan Polisi Pamong Praja	52
24.	Badan Perencanaan,	36
	Penelitian Dan Pengembangan	
25.	Badan Pendapatan Daerah	30
26.	Badan Pengelolaan Keuangan Dan Aset Daerah	28
27.	Badan Kepegawaian Dan Pengembangan Sumber Daya Manusia	26
28.	Badan Kesatuan Bangsa Dan Politik	25
29.	Badan Penanggulangan Bencana Daerah Dan Pemadam Kebakaran	40
30.	Dinas Tenaga Kerja Dan Perindustrian	15
	Jumlah	812 Orang

Source: BKPSDM Karimun Regency

Next, to determine the sample size, the researcher used the Slovin formula to calculate the number of respondents. With a 10% significance level, the calculation resulted in 89 employees to be included as respondents. The data collected from these respondents were then analyzed using the statistical software "SPSS 29" to obtain valid and reliable results for understanding the relationships between the variables under study.

To analyze the data, "multiple regression analysis" was used as the main technique to examine the relationship between the heads of regional agencies' understanding of functional positions and the performance of the local government. These tests are essential to ensure that the multiple regression model meets the necessary assumption requirements for producing accurate estimates.

Additionally, to test the hypotheses proposed in this study,

several core tests were conducted, including the "Simultaneous Test (F-test)," "Partial Test (t-test)," and "Coefficient of Determination (R²)." The simultaneous test (F-test) is used to determine whether, collectively, the understanding of heads of regional agencies regarding functional positions influences the performance of the local government. The partial test (t-test) is used to examine the individual effects of each independent variable on the dependent variable. Meanwhile, the coefficient of determination (R²) will provide an overview of how much the independent variables contribute to explaining the dependent variable.
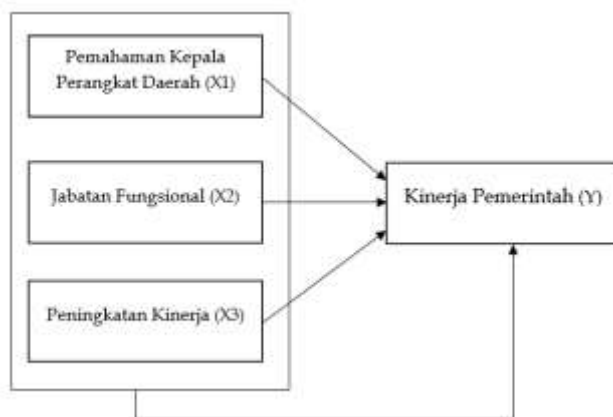
1. Research Outline

Figure 1. Research Outline

2. Partial Test

For the results of the Prasial test, the results are obtained in the table below:

Table 1. Test t (Correlation)

| Model | Unstandardized Coefficients | | Standardized Coefficients | | |
	B	Std. Error	Beta	t	Sig.
1 (Constant)	.045	3.555		.013	.990
Pemahaman Kepala Perangkat Daerah	.090	.124	.112	.725	.041
Jabatan Fungsional	.287	.151	.286	1.895	.031
Peningkatan Kinerja	.096	.180	.100	.534	.044

a. Dependent Variable: Kinerja Pemerintah

Source: Data Processed by SPSS 29

The table presented displays the results of the partial test for the variables in this study, which examine the impact of the heads of regional agencies' understanding, functional positions, and performance improvement on the performance of the Karimun Regency Government. Based on the regression test results, it can be seen that each independent variable has a significant impact on the dependent variable, which is government performance.

The first variable, "Understanding of the Head of Regional Agencies," has a significance value of 0.041, which is smaller than 0.05, indicating that the head of the regional agencies' understanding of functional positions positively affects government performance. With a B coefficient of 0.090, this suggests that each increase in the head of the regional agency's understanding can enhance government performance. This aligns with the "Transformational Leadership Theory," which states that leaders who understand their subordinates' tasks and can provide clear direction are more effective in motivating and improving team performance.

Furthermore, "Functional Positions" also has a significant impact

on government performance, with a significance value of 0.031. A B coefficient of 0.287 indicates that improved performance in functional positions can contribute to the overall performance of the local government. The "Human Resource Development" theory proposed by Gary Dessler explains that effective management of functional positions allows employees to develop according to their competencies, which positively impacts the achievement of organizational goals.

Lastly, the variable "Performance Improvement" shows a significant result with a significance value of 0.044. A B coefficient of 0.096 indicates that overall performance improvement also contributes to enhancing government performance. This is consistent with Richard L. Daft's "Organizational Performance Theory," which states that the achievement of organizational goals heavily depends on the effective management of human resources and the organization's ability to achieve these goals efficiently.

Overall, the results of this partial test demonstrate that the understanding of the heads of regional agencies regarding functional positions and performance improvements significantly influence the performance of the Karimun Regency Government.

3. Simultaneous Tests

The results of the Simultaneous Test can be seen in the table below:

Table 2.Test F (ANOVA)

ANOVAª					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3218.732	1	1072.911	85.862	.000ᵇ
Residual	1207.768	88	12.853		
Total	4426.500	89			

a. Dependent Variable: Kinerja Pemerintah
b. Predictors: (Constant), Pemahaman Kepala Perangkat Daerah, Jabatan Fungsional, Peningkatan Kinerja

Source: Data Processed by SPSS 29

The table presented shows the results of the simultaneous test (F-test) for the model that examines the impact of the variables, including the head of regional agencies' understanding, functional positions, and performance improvement, on the performance of the Karimun Regency Government. In this simultaneous test, the F-value obtained is 85.862, with a significance value ("Sig.") of 0.000. Since the significance value is less than 0.05, it can be concluded that, overall, the independent variables (understanding of the head of regional agencies, functional positions, and performance improvement) have a significant impact on the performance of the Karimun Regency Government.

In the context of Richard L. Daft's "Organizational Performance Theory," this simultaneous test shows that all the factors tested—understanding of the head of regional agencies, functional positions, and performance improvement—collectively contribute significantly to

government performance. This theory emphasizes that an effective organization is one that can successfully integrate various elements, both in terms of human resource management and in designing policies aligned with the organization's objectives. Therefore, the results of this simultaneous test reinforce the view that achieving optimal performance requires synergy among the various variables involved.

Additionally, the results of this simultaneous test also support the "Transformational Leadership Theory," which asserts that leaders who are able to understand and manage the various factors influencing the organization will be able to create a productive and innovative environment. In this case, the head of regional agencies' understanding of functional positions, coupled with the improvement in employee performance, has a significant impact on the overall performance of the government. Therefore, this study indicates that a comprehensive approach to managing various aspects of governance can lead to a significant performance improvement, as revealed by the results of the simultaneous test.

4. Determination Test (R^2)

The results of the Determination Test can be seen in the table below:

Table 3. Determinant Coefficient Test (Model Summary)

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.953[a]	.827	.815	3.604

a. Predictors: (Constant), Pemahaman Kepala Perangkat Daerah, Jabatan Fungsional, Peningkatan Kinerja

b. Dependent Variable: Kinerja Pemerintah

Source: Data Processed by SPSS 29

The table presented shows the results of the coefficient of determination (R^2) for the model examining the impact of the head of regional agencies' understanding, functional positions, and performance improvement on the performance of the Karimun Regency Government. The obtained "R" value is 0.953, indicating a very strong relationship between the independent variables (understanding of the head of regional agencies, functional positions, and performance improvement) and government performance. Furthermore, the "R Square (R^2)" value of 0.827 indicates that approximately 82.7% of the variation in government performance can be explained by these three independent variables. This suggests that the model used is highly effective in illustrating the relationship between these variables.

The "Adjusted R Square" value of 0.815 further reinforces this finding, meaning that, even though some factors are not included in the model, the explanatory power of the

dependent variable remains high. This indicates that the understanding of the head of regional agencies regarding functional positions and performance improvement significantly contribute to enhancing the performance of the local government, and this model can accurately represent the relationship between these variables. In the context of Richard L. Daft's "Organizational Performance Theory," these results reflect that an effective organization, in this case, the government, is one that can successfully integrate various factors to achieve its objectives.

From the perspective of the "Human Resource Development Theory," the results of this determination test also show that effective management of functional positions and the enhancement of employee capacity play a significant role in improving organizational performance. In other words, improving the quality of human resources, in this case, involving the head of regional agencies' understanding of functional positions, can drive better government performance. Therefore, the results of this determination test suggest that the factors tested in this study interact significantly to achieve the more optimal organizational goal of improving the performance of the Karimun Regency Government.

C. CONCLUDING REMARKS

Here are some conclusions from this study, as follows:

1. **The understanding of regional apparatus heads regarding functional positions has a positive and significant impact on local government performance.** The greater their understanding, the more effective they are in guiding and managing human resources, thereby improving the quality and efficiency of public service delivery.

2. **Proper management of functional positions—ensuring alignment with employees' expertise and competencies—contributes substantially to organizational performance.** Functional roles that are well-structured and competency-based enable task execution to become more focused, efficient, and directly aligned with institutional performance targets.

3. **Comprehensive performance improvement efforts, including training, organizational restructuring, and strengthening internal evaluation systems, also play a critical role in enhancing government performance.** Collectively, the three independent variables (leadership understanding, functional position management, and performance improvement) account for 82.7% of the variation in the performance of the Karimun Regency Government.

4. **This study has certain limitations.** It is confined to the geographic scope of Karimun Regency and focuses solely on civil servants

occupying functional positions. As such, the findings may not be generalizable to other regions or to employees in structural roles. Furthermore, the use of a purely quantitative approach limits the depth of insight into perceptions, implementation barriers, and organizational dynamics that could be captured through qualitative inquiry.

5. **The policy recommendations proposed in this study should be translated into more operational actions, such as:**
   a. Developing a mandatory annual technical training module on functional positions and related regulations for heads of regional apparatus.
   b. Establishing a dedicated functional role monitoring and evaluation unit under the Regional Personnel and Human Resources Development Agency (BKPSDM).
   c. Including measurable indicators of functional position comprehension as part of annual performance evaluations for structural officials.

6. **Future research is recommended to adopt a mixed-methods approach** to obtain a deeper understanding of the practical challenges and experiences associated with the implementation of functional positions. Comparative studies across different regions or studies involving structural officials are also encouraged to explore coordination dynamics between structural and functional roles and their combined impact on institutional performance.

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