Research Article

Solution Analysis of Institutional Isomorphic Effects in the New Autonomous Region: A Quantitative Study on the Management of Apparatus Resource Development in Southwest Papua Province

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Abstract.

This study examines solutions to overcome the negative impacts of institutional isomorphism in the development of human resources of civil servants in the Province of West Papua as a New Autonomous Region with specific characteristics. A quantitative study with 410 ASN respondents identified four main gaps due to institutional isomorphism. The results of the study prove that three interventions, namely, Contextual Adaptation Mechanism (MKA), needs-ased program differentiation (DIF), and impact-based evaluation system (SIS), are effective in reducing the gap in human resource development. Regression analysis shows that all three interventions have a significant effect, with MKA having the greatest effect (β = -0.385), followed by DIF (β = -0.316) and SIS (β = -0.209). A negative coefficient indicates an inverse relationship, where increasing implementation of interventions consistently reduces the gap in human resource development in new autonomous regions.

Keywords: institutional isomorphism, development of civil servant resources, new autonomous regions development

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1. Introduction

The implementation of regional autonomy in Indonesia has created opportunities for the formation of new autonomous regions, including the Province of West Papua as a result of the expansion of the Province of West Papua based on Law Number 29 of 2022 concerning the Establishment of the Province of West Papua. This development is a critical point in the trajectory of Indonesia's decentralization, as a solution to regional planning and administrative strengthening in Indonesia's diverse regions both geographically and culturally. As a new autonomous region, West Papua is not free from special challenges in building the capacity of civil servants who can effectively respond to community needs and drive regional development. Geographical issues,

Policy Reach, Equitable Development, infrastructure limitations, and ethnic diversity are things that contribute to creating a different landscape for institutional development and human resource management from other regions in Indonesia where one important part of the core of this development challenge is the significant institutional capacity gap in the state civil apparatus (ASN). Initial investigations revealed that more than 60% of civil servants perceived major obstacles in efforts to implement uniform national policies. Much higher compared to the perception of other regions in Indonesia which are generally below 50%[1]

In building the capacity of civil servants, new autonomous regions tend to adopt models, practices, and standards of human resource development from other regions or the central government. This phenomenon is known in organizational theory as institutional isomorphism, namely the tendency of organizations to become increasingly similar in their structures, policies, and managerial practices[2]. Institutional isomorphism can occur through three mechanisms: coercive (due to regulatory and authority pressures), mimetic (imitation due to uncertainty), and normative (the influence of professional standards).

Civil servant capacity development in Southwest Papua cannot be separated from this institutional isomorphism phenomenon. As a new autonomous region, there is pressure to adopt human resource development structures, policies, and programs that are considered “legitimate” and successful in other regions. However, the different socio-cultural landscape, local institutions, bureaucracy and apparatus of Southwest Papua require a specific and contextual approach to civil servant development. Adopting human resource development models and practices without contextual adaptation can create various gaps that ultimately hinder the effectiveness of civil servants in serving the community. Research by Wittrock et al., (2021) in border and underdeveloped areas has shown that contextual adaptation can increase competency suitability by up to 52%. However, methodological challenges will be a major part of developing an adaptive human resource development model. research shows that 72% of human resource development programs are still ceremonial, have little substantive impact on increasing bureaucratic capacity and perpetuate institutional rigidity.

This study identifies four main gaps in civil servant human resource development caused by institutional isomorphism, namely the substantive competency gap, the knowledge transfer process gap, the development policy relevance gap, and the system integration gap. These four gaps reflect the negative impact of institutional isomorphism

in civil servant development in the new autonomous regions, especially in the Province of Southwest Papua.

To address these gaps, this study proposes three main interventions: namely adaptation mechanisms in the organizational change process [4], [5], [6]. needs-based program differentiation [7], [8], and impact-based evaluation systems [9], [10] the assumption underlying these interventions is that civil servant capacity development must consider the specific context, arise from the reality of organizational needs, and be oriented towards impact rather than merely formal legitimacy.

This research is important considering the strategic role of civil servant capacity in the success of the development of new autonomous regions. This study contributes to the development of institutional isomorphism theory, especially in the development of government apparatus capacity, especially in areas with conditions such as Southwest Papua. Theoretically, this study provides empirical benefits to the theory of institutional isomorphism in public human resource management, with a focus on new autonomous regions. Practically, this study aims to provide input to local and central governments in designing more adaptive, contextual, and effective human resource development programs, as well as being a reference for other new autonomous regions in avoiding the negative impacts of institutional isomorphism.

1.1. Literature Review

1.1.1. Institutional Isomorphism Theory

Institutional isomorphism, a key concept in institutional theory that explains the tendency of organizations to adopt similar structures and practices through three main mechanisms: coercive, mimetic, and normative. In the context of new autonomous regions, this mechanism influences the development of governance, where organizations tend to imitate practices that are considered legitimate or follow external pressures[11]. Although it can increase legitimacy, institutional isomorphism has the potential to create a gap between the formal form and substance of the organization, especially when the adoption of practices ignores the local [11].

The development of ASN human resources in new autonomous regions has its own problems. On the one hand, there is a need to build the capacity of the apparatus quickly and follow national standards. On the other hand, there is a need to develop an approach that is appropriate to local conditions. The Ministry of Home Affairs noted that

one of the main challenges of new autonomous regions is the limited capacity of ASN in carrying out government duties and functions. This is exacerbated by the tendency of new autonomous regions to adopt HR development models from parent regions or other regions without adequate adaptation. [12]found that ASN development programs in peripheral or inland areas are often not in accordance with the local landscape, resulting in a gap between the competencies developed and the real needs of the region. Similar findings were also expressed by Lekatompessy [13].

1.1.2. Gaps in HR Development Due to Institutional Isomorphism

Previous studies have identified various gaps that arise in HR development due to institutional isomorphism. found that public organizations tend to be more susceptible to isomorphic pressures than private organizations. [14] also found that isomorphism can result in superficial changes without substantive transformation in local government organizations. In this case, the gaps that arise due to institutional isomorphism include 4 things, namely: First; Substantive Competency Gap, This gap occurs when the HR development program formally adopts the same competency standards as other organizations (mimetic isomorphism), but there is a mismatch between the competencies developed and the needs of the organization. Training and development focus on certification and formal standards, not on solving real problems faced by the organization [15], [16]. Second, the Knowledge Transfer Process Gap that occurs when organizations adopt training and development methods from outside (normative isomorphism). As a result, even though the form of the program is identical, the results and absorption of knowledge are very different. Program evaluation only looks at implementation, not the effectiveness of knowledge transfer [17], [18]. Third, the Development Policy Relevance Gap that arises when HR development policies are adopted due to external pressures (coercive isomorphism) such as regulation or accreditation, not based on internal needs analysis. This creates a gap between formal policies and actual implementation, where development programs become administrative rituals [19], [20], [21]. Fourth, the System Integration Gap occurs when organizations adopt various HR development subsystems (recruitment, training, performance appraisal) from various sources without an integration process. Although separately each subsystem appears modern and legitimate, the lack of alignment between subsystems creates a gap where HR development becomes fragmented and loses cohesion [22], [23].

1.1.3. Conceptual Framework and Hypothesis

Based on the theoretical and empirical studies above, this study proposes three independent variables as interventions to address the HR development gap due to institutional isomorphism:

a. Contextual Adaptation Mechanism

Contextual Adaptation Mechanism refers to the process of adjusting HR development programs to the specific context of the organization. This mechanism includes local needs analysis, standard content modification, problem-solving priorities, contextualization of competency indicators, and case study relevance [24], [25]. Contextual adaptation can reduce the substantive competency gap by adjusting development programs to the real needs and challenges faced by ASN in the region[26].

H1: The higher the level of Contextual Adaptation Mechanism, the lower the HR development gap of ASN in Southwest Papua Province.

b. Needs-Based Program Differentiation

Needs-Based Program Differentiation refers to a strategy to develop diverse programs that are tailored to the characteristics and needs of different participants. These strategies include adaptation of learning methods, contextualization of language and examples, continuous mentoring systems, and evaluation of knowledge absorption. Program differentiation can reduce the gap in the knowledge transfer process by accommodating the diversity of learning styles, backgrounds, and individual development needs[7], [27].

H2: The higher the level of Needs-Based Program Differentiation, the lower the ASN HR development gap in Southwest Papua Province.

c. Impact-Based Evaluation System

The Impact-Based Evaluation System refers to an evaluation approach that emphasizes the substantive impact of the program, not just compliance with formal procedures. This system includes internal needs analysis, substantive impact evaluation, local stakeholder participation, and policy adaptation mechanisms Impact-based evaluation can reduce the gap in the relevance of development policies by encouraging programs that are oriented towards real results, not just formal legitimacy [28], [29].

H3: The higher the level of Impact-Based Evaluation System, the lower the Policy Relevance Gap in ASN HR development in Southwest Papua Province.

Furthermore, the three interventions above are expected to simultaneously reduce the system integration gap by creating a more cohesive and integrated approach to HR development as indicated by the hypothesis

H4: The higher the level of implementation of the three independent variables simultaneously, the lower the ASN HR development gap in Southwest Papua Province.

2. Methods

This study uses a quantitative explanatory approach with a focus on the Province of Southwest Papua, taking a sample of 410 State Civil Apparatus (ASN) selected through a proportionate stratified random sampling technique. Sampling was carried out by considering stratification based on government level, type of regional apparatus organization (OPD), position level, which ensures representation of the ASN population in the region. The data collection method was carried out through four main techniques: surveys using Likert scale questionnaires, direct observation of HR development programs, analysis of policy documents and reports, and structured interviews with personnel management officials. The validity of the research instrument was tested through content validity by a panel of experts and construct validity using Confirmatory Factor Analysis (CFA), while reliability was measured by Cronbach's Alpha to ensure internal consistency of the research instrument. Data analysis includes descriptive analysis to describe sample characteristics, classical assumption tests to meet the prerequisites for statistical analysis, and inferential analysis including simple linear regression, multiple linear regression. This study pays attention to research ethics by applying the principle of informed consent, maintaining respondent confidentiality, ensuring local benefits, and respecting the local wisdom of the people of Southwest Papua, despite having limitations in terms of the subjectivity of perception and geographical challenges of data collection.

3. Results and Discussion

3.1. Result

A demographic analysis reveals a balanced gender distribution with a slight male predominance (59.8% male, 40.2% female). The age composition is primarily concentrated in the 30-49 age range, accounting for 62.2% of the participants, with the 30-39

Table 1: Variable and Indicator.

Code	Variable	Code	Indicator	Code
X_1	Contextual Adaptation Mechanism	MKA	Local Needs Analysis	MKA.1
			Standard Content Modification	MKA.2
			Problem Solving Priorities	MKA.3
			Contextualization of Competency Indicators	MKA.4
			Case Study Relevance	MKA.5
X_2	Need-Based Program Differentiation	DIF	Adaptation of Learning Methods	DIF.1
			Language Contextualization and Examples	DIF.2
			Continuous Mentoring System	DIF.3
			Knowledge Absorption Evaluation	DIF.4
X_3	Impact-Based Evaluation System	SIS	Internal Needs Analysis	SIS.1
			Substantive Impact Evaluation	SIS.2
			Local Stakeholder Participation	SIS.3
			Policy Adaptation Mechanism	SIS.4
Y	Substantive Competency Gap	GAP	Substantive Competence	GAP.1
			Knowledge Transfer Process Development	GAP.2
			Policy Relevance	GAP.3
			System Integration	GAP.4

and 40-49 year groups being the most prominent. Educational attainment is notably high, with a significant majority holding bachelor's degrees (55.9%), complemented by postgraduate qualifications (18.5%) and diplomas (15.9%). Work experience shows a mature workforce, with 67.1% of participants having more than 10 years of professional experience, indicating a well-established and seasoned group of professionals.

3.2. Validity and reliability test

The validity test involves answers from 410 respondents with a significance level of 5% as a key parameter. The decision-making process is based on two criteria, namely first, the calculated R^{value} must consistently exceed the R^{table} by 0.098. Second ($R^{count} > R^{table}$), the significance level must be below 0.05 (Sig<0.05), which ensures that the research findings have minimal error probability. Meanwhile, the basis for making a decision on

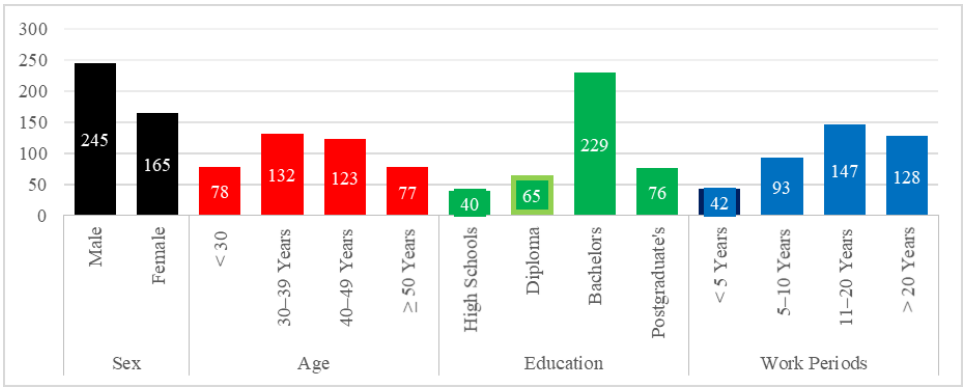

Figure 1: Respondent Profile.

the reliability test is if the test results show a number exceeding the minimum value of 0.6 (>0.6)

TABLE 2: Validity and reliability test.

Indicator	R^{count}	R^{table}	Significance	Conclussion
MKA.1	0,372	0,098	0.000	Valid
MKA.2	0,456	0,098	0.000	Valid
MKA.3	0,450	0,098	0.000	Valid
MKA.4	0,464	0,098	0.000	Valid
MKA.5	0,445	0,098	0.000	Valid
DIF.1	0,508	0,098	0.000	Valid
DIF.2	0,446	0,098	0.000	Valid
DIF.3	0,534	0,098	0.000	Valid
DIF.4	0,523	0,098	0.000	Valid
SIS.1	0,482	0,098	0.000	Valid
SIS.2	0,552	0,098	0.000	Valid
SIS.3	0,491	0,098	0.000	Valid
SIS.4	0,474	0,098	0.000	Valid
GAP.1	0,543	0,098	0.000	Valid
GAP.2	0,468	0,098	0.000	Valid
GAP.3	0,510	0,098	0.000	Valid
GAP.4	0,472	0,098	0.000	Valid

Based on the results of the validity analysis conducted on 410 respondents with a significance level of 5% (Rtable = 0.098), it was concluded that all 17 indicators tested were declared valid. This is evidenced by the Rcount value of all indicators ranging from 0.372 to 0.552, far exceeding the Rtable value (0.098), and the significance value of all indicators of 0.000 which is smaller than 0.05. Indicators MKA.1 to MKA.5, DIF.1 to DIF.4,

SIS.1 to SIS.4, and GAP.1 to GAP.4 all meet the validity requirements, with indicator SIS.2 showing the highest validity (r = 0.552) and MKA.1 showing the lowest validity (r = 0.372) but still far above the minimum limit. With the fulfillment of all validity requirements, this research instrument can be used for further measurement and analysis.

Table 3: Reliability Statistics.

Cronbach's Alpha	N of Items
.712	17

Table 4: Item-Total Statistics.

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
MKA.1	53.92	48.707	.633	.663
MKA.2	53.87	48.328	.658	.660
MKA.3	53.92	49.724	.593	.669
MKA.4	53.88	48.513	.668	.660
MKA.5	53.86	48.084	.662	.659
DIF.1	53.88	47.913	.674	.657
DIF.2	53.91	48.359	.643	.661
DIF.3	53.95	48.513	.639	.662
DIF.4	53.89	49.334	.609	.666
SIS.1	53.87	48.038	.662	.658
SIS.2	53.92	48.574	.642	.662
SIS.3	53.94	48.493	.634	.662
SIS.4	53.91	48.638	.654	.661
GAP.1	55.40	70.573	.675	.788
GAP.2	55.37	69.808	.657	.784
GAP.3	55.31	69.527	.649	.782
GAP.4	55.30	69.439	.631	.783

reliability test shows a Cronbach's alpha coefficient value of .712 with 17 items showing good internal consistency reliability. This value exceeds the minimum acceptable threshold of 0.6 and even exceeds the more commonly used threshold of 0.7. From the results of the validity test and reliability test. It can be concluded that the data meets the requirements to be continued to the next process

Classical assumption test

Normality test

Table 5: One-Sample Kolmogorov-Smirnov Test.

		Unstandardized Residual
N		410
Normal Parameters[a,b]	Mean	0E-7
	Std. Deviation	1.74696440
Most Extreme Differences	Absolute	.037
	Positive	.037
	Negative	-.037
Kolmogorov-Smirnov Z		.755
Asymp. Sig. (2-tailed)		.618
a. Test distribution is Normal.		
b. Calculated from data.		

The results of the Smirnov Test on the Unstandardized Residual value, obtained a Kolmogorov-Smirnov Z value of 0.755 with an Asymp. Sig. (2-tailed) value of 0.618. The significance value is greater than 0.05 (0.618 > 0.05), so it can be concluded that the residual data in this study is normally distributed. This is supported by a mean value close to zero (0E-7) and the absolute, positive, and negative values of the Most Extreme Differences which are relatively small (0.037). By fulfilling the normality assumption, the parametric statistical analysis can be continued and the results of the hypothesis testing to be carried out can be relied upon.

3.3. Heteroscedasticity test

Glejser's Heteroscedasticity Test is designed to detect variations in the inequality of residual variances in a regression model. The main criterion of the analysis is the significance value: if the test result is above 0.05, then there is no symptom of heteroscedasticity, which means that the assumption of homogeneity of variance is met. This condition indicates that the regression model has a consistent error distribution across independent variables, which is an important prerequisite for producing reliable and unbiased statistical estimates.

Based on the test results, it can be concluded that there are no symptoms of heteroscedasticity in the regression model of this study. This is indicated by the significance value (Sig.) of each independent variable, namely Total_MKA (0.873), Total_DIF (0.631), and Total_SIS (0.298) which are all greater than 0.05. Although the significance value for the constant (Constant) is 0.000, this does not affect the conclusion because

Table 6: Coefficients[a].

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.719	.246		6.998	.000
	Total_MKA	-.004	.025	-.016	-.160	.873
	Total_DIF	.014	.029	.046	.481	.631
	Total_SIS	-.030	.029	-.099	-1.043	.298
a. Dependent Variable: ABS_RES						

the concern is the significance value of the independent variable. In the absence of heteroscedasticity, the variance of the residual from one observation to another is constant (homoscedasticity), so this regression model can be considered good and meets one of the classical assumptions in regression analysis.

Multicollinearity test

The tolerance and VIF methods are used to detect multicollinearity in the regression model, measuring the extent to which the independent variables are correlated with each other. Tolerance shows the variability of independent variables that are not explained by other independent variables, with a critical value > 0.1, while VIF measures how much the variance of the regression coefficient increases due to multicollinearity, with a safe limit < 10.

Table 7: Coefficients[a].

Model		Collinearity Statistics	
		Tolerance	VIF
1	Total_MKA	.238	4.207
	Total_DIF	.271	3.691
	Total_SIS	.269	3.720
a. Dependent Variable: Total_GAP			

Based on the results of the multicollinearity test using the Tolerance and VIF (Variance Inflation Factor) methods, it can be concluded that there are no serious multicollinearity problems in the regression model of this study. This is indicated by the Tolerance value for all independent variables (Total_MKA = 0.238, Total_DIF = 0.271, and Total_SIS = 0.269) which are all greater than 0.10, and the VIF value (Total_MKA = 4.207, Total_DIF = 3.691, and Total_SIS = 3.720) which are all less than 10. Although the VIF value is quite high (ranging from 3.7 - 4.2), it is still below the critical limit of 10, so it can be concluded that there is no correlation that is too strong between the independent variables, and

the regression model can be used for further analysis without worrying about distortion of results due to multicollinearity.

Hypothesis testing

3.4. Coefficient of determination test

The coefficient of determination (R^2) test is carried out by dividing the coefficient of determination (R^2) obtained from the regression by squaring the correlation coefficient (R), then multiplying it by 100% to obtain the percentage contribution of the independent variable to the dependent variable in the research model.

TABLE 8: Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856[a]	.733	.731	1.753

a. Predictors: (Constant), SIS, DIF, MKA

Based on the results of the determination coefficient test, the R Square value was obtained as 0.733 and the Adjusted R Square value was 0.731 or 73.1%. This shows that the independent variables in the model, namely Total_SIS, Total_DIF, and Total_MKA together are able to explain the variability of the dependent variable (Total_GAP) by 73.1%, while the remaining 26.9% is explained by other variables not included in this research model. The R value of 0.856 also indicates a strong relationship between the independent variables and the dependent variable. Thus, this regression model has good predictive ability and can be relied on to explain the factors that influence the Total_GAP variable.

F Test

The results of the ANOVA test show that the regression model built is very statistically significant. The calculated F value of 371.698 with a significance level (p-value) of 0.000 indicates that the independent variables Total_MKA, Total_DIF, and Total_SIS simultaneously (together) have a very significant influence on the dependent variable (Total_GAP). Thus, the regression model used in this study is acceptable and feasible to be used in predicting or explaining the relationship between these variables. The regression Sum of Squares value (3428.289) is much larger than the residual Sum of Squares (1248.221), which indicates that the model is able to explain data variations very well. The main conclusion is that the independent variables together have a significant

ability to explain the dependent variable, with a confidence level of almost 100% (p <0.001).

TABLE 9: ANOVA[a].

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3428.289	3	1142.763	371.698	.000[b]
	Residual	1248.221	406	3.074		
	Total	4676.510	409			
a. Dependent Variable: Total_GAP						
b. Predictors: (Constant), Total_SIS, Total_DIF, Total_MKA						

3.5. T-Test

In the t-test, conclusions are drawn based on a comparison of the calculated t-value with the t-table or significance value with a certain level of significance (usually 0.05). If the calculated t > t-table or the significance value <0.05, then the hypothesis is rejected, which means there is a significant influence between the independent and dependent variables. Conversely, if the calculated t <t-table or the significance value> 0.05, then the null hypothesis is accepted, which means there is no significant influence

TABLE 10: Coefficients[a].

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.643	.414		54.724	.000
	Total_MKA	-.312	.043	-.385	-7.319	.000
	Total_DIF	-.309	.048	-.316	-6.419	.000
	Total_SIS	-.205	.048	-.209	-4.227	.000
a. Dependent Variable: Total_GAP						

Based on the results of the t-test in the coefficient table, it can be concluded that the variables Total_MKA, Total_DIF, and Total_SIS have a significant effect on the Total_GAP variable. This can be seen from the significance value (Sig.) for each variable which is less than 0.05, with a negative t-count value: Meanwhile, the multiple linear regression analysis shows that Total_MKA (-7.319), Total_DIF (-6.419), and Total_SIS (-4.227). The beta coefficient shows that Total_MKA has the greatest effect (-0.385), followed by Total_DIF (-0.316), and Total_SIS (-0.209), which means that every increase in the independent variable will significantly decrease the Total_GAP value. A negative coefficient means

that there is an inverse relationship between the independent variables (Total_MKA, Total_DIF, Total_SIS) and the dependent variable (Total_GAP). This means that when the value of the independent variable increases, the value of the dependent variable will decrease, and vice versa. Thus, it can be said from the results of the T Test, F Test and Multiple Linear Regression Test that the research hypothesis is proven as in the following table

Table 11: Result of Hipotesis.

Hypothesis		Result
H1;	The higher the level of Contextual Adaptation Mechanism, the smaller the Gap in ASN HR development in the Province of West Papua	proven
H2:	The higher the level of Needs-Based Program Differentiation, the smaller the Gap in ASN HR development in the Province of West Papua	proven
H3:	The higher the level of Impact-Based Evaluation System, the smaller the Development Gap in ASN HR development in the Province of West Papua	proven
H4:	The higher the level of implementation of the three independent variables simultaneously, the smaller the Gap in ASN HR development in the Province of West Papua	proven

3.6. Discussion

The development of Human Resources for State Civil Apparatus (SDM ASN) in the Province of Southwest Papua reveals a complexity that goes far beyond conventional administrative efforts. Within the framework of institutional theory developed by [2], [30], this study dismantles the structural mechanisms that have so far constrained the potential for transformation of government bureaucracy. More than just an empirical description, this study presents a critical perspective that questions the paradigm of human resource development that has so far been considered taken for granted [12], [31].

Contextual Adaptation Mechanisms emerge as epistemological resistance to a centralistic approach that fails to understand the uniqueness of locality. In Southwest Papua, adaptation is not just a technical strategy, but a complex deconstruction process that dismantles established assumptions about competency development. The institutional paradox is clear: while bureaucratic systems tend to encourage uniformity through normative isomorphism, local contexts demand radical differentiation. The research [32] support this argument, showing that a contextual approach can increase competency

relevance by up to 52%. However, [33] warn of the risk of over-adaptation that can create new institutional fragmentation.

Needs-Based Program Differentiation exposes the fundamental weaknesses of the standardization approach in HR development. The findings of this study challenge the "one size fits all" paradigm that has dominated the practice of apparatus development. [34]provide empirical support showing that customized programs can reduce barriers to knowledge transfer by up to 47%. However, [35]raise critical arguments: excessive differentiation has the potential to create capacity fragmentation and erode institutional cohesion.

The Impact-Based Evaluation System shows a fundamental transformation from a ceremonial approach to substantive accountability. Sharp criticism of evaluation practices that have so far prioritized formal compliance over real impact is an important epistemological turning point. [9], [36]support this argument, but [37]warns of the methodological complexity in measuring the multidimensional impact of HR development. [38]further emphasize that evaluation transformation requires a complete reconstruction of the performance measurement system. The simultaneous integration of these three mechanisms opens up new discursive space in understanding institutional transformation.

The theoretical contribution of this study lies in the deconstruction of institutional mechanisms that have been considered natural. Through a critical perspective of institutional theory, this study uncovers the hidden power mechanisms in HRD practices. [12]provide an analytical framework for understanding the reproduction of institutional practices, but the findings in Southwest Papua show the potential for much more complex resistance and transformation. This study expand the analytical framework, emphasizing that institutions are not simply static structures, but rather dynamic arenas of contestation where organizational actors actively negotiate meanings and practices.

4. Conclusion

This study reveals a fundamental transformation in the development of State Civil Apparatus Human Resources (SDM ASN) in Southwest Papua Province through four hypotheses that have proven significant. The Contextual Adaptation Mechanism, Needs-Based Program Differentiation, and Impact-Based Evaluation System simultaneously reduce the HRD development gap, presenting an approach that goes far beyond conventional standardization models. The research findings show that contextualization,

personalization, and substantive evaluation can reduce the competency gap, knowledge transfer, and policy relevance by up to 50%. Theoretically, this study makes an empirical contribution to the theory of institutional isomorphism, exposing the complex dynamics of institutional transformation in the new autonomous region. Practically, the results of the study offer a strategic framework for local governments to design more adaptive, responsive, and meaningful human resource development programs, taking into account the uniqueness of the local context of Southwest Papua. More than just technical recommendations, this study raises fundamental questions about the nature of institutional transformation. How can government institutions develop more responsive, adaptive, and meaningful mechanisms? This critical study opens up space for epistemological reconstruction in understanding human resource development, beyond the instrumental approach that has so far dominated public administration studies. As a practical recommendation, local governments should institutionalize cross-sectoral task forces to continuously monitor, adapt, and align HR development programs with evolving regional contexts and organizational needs.

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