

QUALITY OF HUMAN RESOURCES AT THE SECRETARIAT OF THE REGIONAL REPRESENTATIVE COUNCIL OF PALU CITY

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Abstract

The research investigates the quality of apparatus resources at the Secretariat of the Palu City Regional People's Representative Council, focusing on both theoretical and practical implications. The study employs a qualitative descriptive method, with data collected through interviews with four informants, field observations, and document analysis. The analysis used is Sedarmayanti's Human Resources theory which includes six aspects: planning and analysis, opportunity, appointment, resource development, allowances, and inter-official relations. Findings indicate that planning and analysis, as well as resource development, are relatively low, while opportunity and appointment are considered good but require careful consideration. Allowances and inter-official relations are found to be adequate, with good communication among officials. Recommendations include enhancing training, education, and compensation systems to improve apparatus resource quality.

Keywords: Apparatus, Communication, Quality, Resources.

A. INTRODUCTION

In line with national reform, which has been underway since 1998, marked by the birth of various new regulations in the national government and development system, efforts have also been followed by efforts to foster and develop apparatus resources, which are intended so that all apparatus resources can carry out the duties of the State Civil Apparatus (ASN) as well as possible, especially in providing services to the community. (Bachtiar, B 2019) The Government has realized that in development efforts it is clear that an orientation and capability of the apparatus is needed to carry out new government tasks. In this reform effort, it is necessary to overhaul and refine personnel development that is more relevant to the development of community service needs. Apparatus resources are an important factor in achieving an efficient and effective work mechanism, because the apparatus is the subject of every government activity (Kristian, I., 2023). It is the apparatus that is the driver of the mechanism process in the government system, therefore, in order for the mechanism in the government system to run as well as possible, that is, in accordance with what is expected, the apparatus as the subject or actor must have abilities that are relevant to the needs of carrying out government tasks (Oktavianus et al., 2022).

Human Resources are the potential contained within humans to realize their role as adaptive and transformative social beings who are able to manage themselves and all the potential contained within them towards achieving a prosperous life in a balanced and sustainable order (Yoman et al., 2016).

Implementation of management of the state civil apparatus must be based on a comparison between the competencies and qualifications required by the position with the

competencies and qualifications possessed by candidates in recruitment, appointment, placement and promotion in positions in line with good governance and to realize the state civil apparatus as part of From bureaucratic reform, it is necessary to establish the state civil service as a profession that has the obligation to manage and develop itself and is obliged to be accountable for its performance. Human resources as an important factor in development must have good performance to determine whether the performance of a State Civil Apparatus is good or bad. According to (Pasolong, 2012), the quality of human resources is a workforce that has knowledge, skills and moral competence. high in performance. This is done so that the sense of responsibility and ability of the State Civil Apparatus (ASN) is based on their competencies. A government service can be said to be performing well if the performance of the State Civil Apparatus (ASN) is good (Komara, E., 2019).

In today's increasingly critical conditions in society as a result of the reform movement, apparatus resources are required to work more professionally so that they are able to support the implementation of tasks quickly, precisely and accountability. Civil Servants (PNS) as a resource for the apparatus are the main element that has a role that really determines the success of government administration and development, because the figure of Civil Servants (PNS) has competence which is relied upon by their attitudes and behavior which are full of loyalty and obedience to the state. , have good morals and mentality, are professional, aware of their responsibilities as state servants and public servants and are able to be the glue of unity and integrity in the Unitary State of the Republic of Indonesia. The apparatus resources in an organization basically have a fairly broad scope, in fact they are an important part of the entire management process in the organization, because the apparatus resources are the lifeblood of the dynamics of the organization itself. An important apparatus resource of an organization is the ability to carry out the work for which it is responsible. Apparatus is a human resource that is ready to be used. Of all assets, human resources are the only assets that do not experience depression (depreciation in value). Even though they are not developed, human resources are wealth that has great potential for increasing productivity. In the scope of organizations with all types, forms and activities, Apparatus Resources are a tool to trigger productivity, related to their role in managing and utilizing other resources (Sinambela, 2021).

Government apparatus resources in both Ministries/Agencies and Regional Governments have not yet been fully managed optimally. Therefore, it is not surprising that apparatus resource management has become an interesting issue which is one of the focuses of attention of the eight programs on the 2010-2010 bureaucratic reform roadmap. 2014. Among several mandated activities that must be implemented in the bureaucratic reform program is the obligation for every government agency to carry out and develop individual employee performance assessments. This task feels very difficult when compared with the task of fixing the other eight stages in apparatus resource management, for example placement, development and promotion/dismissal of employees. In accordance with Law Number 5 of 2014 concerning State Civil Apparatus, amendments to Law Number 43 of 1999 concerning Personnel Principles, it is stated that in order to achieve maximum efficiency and results, regulations and administration of education and training for employee positions are carried out. A country that aims to improve service, quality, expertise, abilities and skills. Education and training are human resource development activities to improve the abilities of employees or apparatus beyond their capabilities in the field of work or position held, because employee education is designed or adapted to new positions, where the tasks carried out require special abilities other than those they possess. Previously, the aim of employee education was to prepare employees to occupy new positions or positions, especially in the field of professional personnel management (Anggraeni & Noviera, 2019).

This description explains how important the role of employees or apparatus as human resources is in efforts to support the success of government organizations (Nafsi et al., 2022). However, the most fundamental problem is the lack of human resources capable of managing the development of various sectors based on the social, economic and cultural needs of society, especially under pressure. global economic competition. Based on initial observations that have been carried out in research, namely that in the public implementation process, there are still several obstacles or problems that affect the effectiveness of work among the apparatus at the Palu City DPRD Secretariat and the obstacles or problems in question are that the planning and analysis of an activity program is not yet optimal, which is still lacking. read the opportunities that will occur in the future, the appointment, especially of officials responsible for financial reporting, is still less efficient in utilizing the available time, human resource development (apparatus resources) is considered to be still lacking, which has an impact on delays in reporting the responsibilities of each PPTK (Technical Implementation Officer for Activities). These factors and problems influence the quality of apparatus resources at the Palu City DPRD Secretariat. Apart from that, this problem is partly the reason why the problem of the Quality of Apparatus Resources in the Palu City DPRD Secretariat is important to research. The aim of this research is to determine the quality of apparatus resources at the Palu City DPRD Secretariat.

B. LITERATURE REVIEW

Previous research is the researcher's attempt to find comparisons and then to find new inspiration for further research. In addition, previous studies help position the research and show the originality of the research. In this section the author lists various previous research results related to the research to be carried out, then makes a summary, whether research that has been published or not yet published. In general, the definition of previous research is a past source of research results that the researcher will later try to compare with the research that will be carried out. Previous research can also serve as a source of inspiration that will later help carry out research. Apart from that, researchers can also check what is lacking and what advantages need to be developed. So scientists can also create original/new research because they know which ones have been discovered and which ones haven't. In previous research, it is useful if the research title found is closely related to the research to be executed. Often the previous research used is research that is directly involved with the research being carried out. With previous research, researchers can also find out about plagiarism and encourage researchers to research and obtain new and original solutions. The purpose of (recording) previous research in a study or research work is so that the scientific roots carried out by previous scientists can be continued and produce new research. So that every existing solution can be useful and not wasted by unnecessary repetition. Simply put, by knowing previous research, researchers will easily choose what contribution to make/create with their research. The problem that often arises is the lack of similar research in the past even though similar research already exists but with different names or terms. This makes researchers feel that the research being carried out now is original work and is truly new. The solution that can be offered to the problem above is to be critical, diligent and patient in looking for similar previous research. Therefore, the following is a description of several previous studies:

(Yoman, M ., 2017), Quality of Apparatus Resources in Achieving Development Goals in Yamo District, Puncak Jaya Regency, Papua Province, (Sedarmayanti, 2001), This research uses descriptive research with a qualitative approach and determines informants based on the principle of suitability, results of this research Quality of sources Human resources in civil servants in Yamo District, Puncak Jaya Regency are very low resulting in work productivity

not being in line with community expectations, so special attention is needed from the local government through education, training and appropriate employee placement to improve the quality of reliable human resources to achieve goals. development.

Second, Ana Lestari et al., Quality of Human Resources for State Civil Apparatus at the Raja Ampat Regency Investment and One-Stop Integrated Services Office. This research uses a qualitative research approach in the form of understanding based on (Kamaluddin, K., 2022). a method that investigates a social phenomenon and problem -problems experienced in this research. The results obtained in this research are the existence of good public services to the community, as well as obstacles to service in the form of a lack of adequate personnel and costs for services at the Raja Regency Investment and One Stop Integrated Services office. Ampat.

Human Resource Management

Management is one of the most important elements in the science of state administration. Because management is a series of activities that coordinate all activities related to work, mobilizing resources that are carried out together to achieve goals. It could even be said that the engine of administration is management. Administration cannot run if there is no management. (Hasibuan, 2000) said: that: Management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal. This management consists of six elements (6 M), namely people, money, methods, materials, machines, and markets. This human element has developed into a field of human resource management or abbreviated as HRM. Management that regulates the human element is called personnel management or personnel management and labor management (personal management and personal labor). Human Resource Management is a field of management that specifically studies human relationships and roles in corporate organizations. The HR element is humans who are Thus, the focus of studying HRM is only on issues related to human labor.

This is in line with the opinion of (Arsin, A., 2021) explaining that: Management comes from English, to manage, which means to organize or manage, where management is defined as a way (a combination of art and science) of organizing or managing all resources (human and non-human) owned by the organization, so that organizational goals can be achieved efficiently. According to (Hasibuan, 2000) that: Humans always play an active and dominant role in every organizational activity, because humans are planners, actors and determinants of the realization of organizational goals. Goals cannot be realized without the active role of employees even though the tools the company has are so sophisticated. These sophisticated tools are of no use if employees do not take an active role. Managing employees is difficult and complex, because they have heterogeneous thoughts, feelings, status, desires and backgrounds that are brought into the organization, compared to managing machines, capital and buildings. Human Resource Management focuses more on discussing the role of humans in realizing optimal goals. This arrangement includes planning, organizing, integrating, maintaining, disciplining and terminating workers to help realize the goals of the company, employees and society. Judging from the wording, Human Resource Management consists of two groups of words, namely: Management and Human Resources. Management comes from the word "to manage" which means to manage, organize, take care of, manage or control so that basically management can be translated as being a manager, organizer, management, arrangement or control. Meanwhile, Human Resources (HR) was originally a translation of "human resources". However, there are also experts who equate HR with "manpower". Even as someone who equates the meaning of HR with "personal" (personnel, staffing, etc.), according to (Ilham, N., 2022).

Planned and sustainable HR development is a necessity and is especially important for the future of the organization. (Notoatmojo, 1998; Wahjono, 2015) defines human resource management based on human management activities from recruitment to employee retirement. Meanwhile, according to (Hasibuan, 2012) Human Resource Management (HRM) is the science and art used in managing the relationships and roles of the workforce so that they are effective and efficient in helping to realize the goals of the company, employees and society.

Human Resources

Human Resources have characteristics that are different from other resources, have unique characteristics, namely human characteristics that are different from one another, have a mindset that is not an inanimate object. This specificity is what causes the need for specific attention to this resource. Managing people is not as easy as managing inanimate objects that can be placed, arranged in such a way as the manager wishes. Humans need to be treated as complete human beings in various ways so that each individual is willing and able to carry out the work, rules and orders that exist in the organization without causing detrimental impacts to the company or individuals as employees in the company. The person who manages is called the personnel manager/human resources manager. Human resources are the integrated abilities of an individual's thinking power and physical strength, their behavior and characteristics are determined by their heredity and environment, while their work performance is motivated by the desire to fulfill their satisfaction. Human resources are assets in all aspects of management, especially those involving the existence of the organization (Syafuruddin et al., 2022).

According to (Mathis & Jackson, 2017) human resources (HR) is the design of a formal system in an organization for managing human talent to achieve organizational goals. Management that manages Human Resources (HR) is personnel management or personnel management. Human Resource Management is management that specifically studies human relationships and roles in an organization. (Hasibuan, 2005). Human Resource Management is planning, organizing, directing and supervising the activities of procuring, developing, providing compensation, organizing, maintaining and releasing human resources in order to achieve various individual goals. (Nur Aziz & Dewanto, 2022) Whether or not an organization and society can organize. Planned and sustainable human resource development is a necessity and is especially important for the future of the organization.

(Schermerhorn, 1996) human resources are the people, individuals, and groups that help organizations produce goods or services (Human resources are the people, individuals, and groups that help organizations produce goods or services).

Quality of Apparatus Resources

According to (Sedarmayanti, 2001), quality is a measure that states how far various requirements, specifications and expectations have been met. Quality is differentiated into two dimensions: quality from a market perspective and performance quality. Both are important concepts, but consumers' views on product quality are more related to quality from a market perspective than to the quality of the results. Resources are defined as a means to achieve goals or the ability to benefit from certain opportunities, or escape from difficulties, so the word resource does not indicate an object, but can play a role in a process or operation, namely an operational function to achieve certain goals such as fulfilling satisfaction. In other words, human resources are an abstraction that reflects human aspirations and is related to a function or operation. The human factor is a resource as a central point for thinking, planning, engineering, building designers and implementers or development organizers and/or development actors.

(Sedarmayanti, 2022) Human Resources Apparatus or Human Resources Management is the design of a formal organizational system to ensure the use of human talent (apparatus) effectively and efficiently to achieve organizational goals. Apparatus resource activities consist of several groups of interconnected activities that occur in the context organization, related to:

1. Planning and Analysis
2. Opportunity
3. Appointment
4. Human Resources Development (Apparatus)
5. Compensation and Benefits
6. Relationships between people

According to (Widjaja, 1995), the apparatus is all government organs or state officials and the state government who are tasked with carrying out activities related to duties and obligations as responsibilities imposed on them by the state. For this reason, resources in government organizations are often called "apparatus", namely civil servants who carry out institutional tasks. According to (Tayib Napis, 1993), human resources for government officials are a group of people who serve the interests of the state and government and serve as civil servants.

C. RESEARCH METHODOLOGY

This research uses qualitative methods to explore the condition of natural objects, with the researcher as the key instrument. This approach allows for data triangulation, involving techniques such as field research, participant observation, and in-depth interviews. The object of the research is the quality of apparatus resources at the Palu City DPRD Secretariat, with informants determined through purposive sampling techniques. Data collection was carried out through observation, interviews and documentation, with primary data obtained directly from the first source and secondary data that had been processed. The data analysis process involves organizing, reducing, presenting, and drawing conclusions, with initial conclusions continuously validated during data collection and thorough verification to ensure their credibility.

D. RESULT AND DISCUSSIONS

Research Results are the researcher's efforts to research a particular topic. It can also be interpreted as a form of the researcher's original thoughts that are hypothetical in nature. Then the results of the research are examined to find answers and find out whether there is a causal relationship. The research results can also be interpreted as a process of grouping information that refers to data through a thinking process, therefore this research uses concepts or theories from (Sedarmayanti, 2022), covering several aspects, namely planning and analysis, opportunities, appointment, human resource development, compensation and allowances and relationships between officials, to find out what the quality of apparatus resources is at the Secretariat of the Regional Representative Council of Palu City, which is then described based on the results of interviews that have been conducted and analyzed, as follows:

Planning and Analysis

Planning is the process of making plans to achieve certain goals. This involves identifying the goals to be achieved, analyzing the current situation, and developing strategies to achieve those goals. Planning also includes allocating resources such as time, money and energy to achieve the desired goals. Analysis is an activity that includes the collection, organization and interpretation of data through clearly defined and systematic procedures. Data was obtained from a data collection survey. Planning Analysis aims to provide

conclusions and a better understanding of a planning phenomenon based on data sources studied in the Quality of Apparatus Resources at the Palu City DPRD Secretariat.

Based on the results of interviews conducted with various sources or informants, with varying reactions or responses, it was concluded that:

"For the planning and analysis aspect of the quality of apparatus resources at the Palu City DPRD Secretariat, it is still relatively low, but improvements still need to be made, in the form of training and supporting the improvement of the quality of education of the apparatus to a higher level, so that the quality of apparatus resources in the planning aspect and analysis plays a very important role in the implementation of public administration, and efforts to improve it are something that deserves attention." (Interview Results, 2023)

Opportunity

Improving the quality of apparatus is very important to improve organizational performance, public services and overall progress of the country, at the Palu City DPRD Secretariat. Based on the results of interviews conducted with various sources or informants, with varying reactions or responses, it was concluded that:

"For the Opportunity aspect of the quality of apparatus resources at the Palu City DPRD Secretariat, it is quite good, but still needs to be improved, such as Awards and Recognition: Providing awards and recognition to apparatus who excel to motivate them and strengthen a positive work culture, Management Results-Based Performance: Adopt a clear and measurable results-based performance management approach to ensure that each member of the apparatus is focused on achieving organizational goals." (Interview Results, 2023)

Appointment

Appointing the quality of human resources (HR) apparatus is an important process in improving the effectiveness, efficiency and quality of services provided by the government or other organizations. The following are several steps that can be taken to improve the quality of apparatus human resources in the Quality of Apparatus Resources at the Palu City DPRD Secretariat.

Based on the results of interviews conducted with various sources or informants, with varying reactions or responses, it was concluded that:

"The appointment aspect is considered to be quite good, but the basis for appointment must be carefully considered, so that the placement of officers in each field has the quality and ability, and is willing to progress and develop, on the basis of togetherness and for the sake of a quality organization. Having a Positive Work Culture Building a positive work culture that encourages collaboration, open communication, continuous learning and innovation among staff." (Interview Results, 2023)

Human Resources/Apparatus Development

"Apparatus Resource Development" is the process of increasing the quality and capacity of human resources working in an organization or government institution. The main aim is to improve the performance, competence and professionalism of employees or apparatus in carrying out their duties. To find out how the Quality of Resources The apparatus at the Secretariat of the Palu City Regional People's Representative Council is described in the following interview results:

Based on the results of interviews conducted with various sources or informants, regarding aspects of development of apparatus resources in the Palu City DPRD secretariat, it can be concluded that:

"It is still relatively low so there is a need for further development, considering that the apparatus resources are the government's front guard. So there are also efforts to develop

apparatus resources that can be carried out through various means and methods, Training and Education: Providing regular training and education to increase employees' knowledge, skills and understanding of their duties and responsibilities. Skills Development: Organizing skills development programs that suit job needs and demands, such as technical, managerial, or leadership training. Organizational Orientation: Providing comprehensive orientation to new employees about the organization's culture, values, procedures, and policies so they can adapt with the work environment more quickly. Performance Coaching and Monitoring: Conduct regular coaching and provide constructive feedback on employee performance to help them improve their work performance. Talent Management: Identifying and managing talent within the organization by providing career development and promotion opportunities that are appropriate to their achievements and potential. Providing Incentives and Rewards: Providing incentives, awards or rewards to employees who successfully achieve performance targets or contribute significantly to achieving organizational goals." (Interview Results, 2023)

Compensation and Benefits

Compensation and allowances for government officials are a form of appreciation or rewards given to civil servants or members of the state civil apparatus as a replacement for the work they have done and to improve their welfare. This compensation can be in the form of basic salary, family allowance, performance allowance, position allowance, health facilities, and various other forms of compensation for the quality of apparatus resources at the Palu City DPRD Secretariat.

Based on the results of interviews conducted with various sources or informants, with varying reactions or responses, it was concluded that:

"For the aspect of employee allowances, it is part of the compensation system designed to ensure that state officials have adequate working conditions and welfare so that they can carry out their public service duties well. These benefits may vary depending on the policies and regulations in each country." (Interview Results, 2023)

Relations between Apparatus

Inter-agency relations refer to the interactions and relationships between members of the government apparatus or civil servants in carrying out public service and administrative duties. This relationship can cover various aspects, including collaboration, coordination, communication and social interaction between individuals or work units in government organizations. Quality of qualified apparatus resources at the Secretariat of the Regional Representative Council of Palu City.

Based on the results of interviews conducted with various sources or informants, with varying reactions or responses, it was concluded that:

"For the aspect of relations between officers, it can be said that communication between officers is good and there is communication, or communicative. However, to strengthen this, Open and Regular Communication can be implemented: Building open communication channels between different departments and work units. Seamless exchange of information enables better understanding of the issues at hand and facilitates effective collaboration. Cooperation and Collaboration: Encourage active collaboration between departments in designing and implementing policies, programs and projects that cut across specific sectors. This enables more efficient utilization of resources and enables more holistic solutions to complex problems. Establishment of Cross-Departmental Working Teams: Forming cross-departmental working teams to handle certain issues or projects involving various sectors. This team can help in integrating diverse perspectives and coordinating the efforts of various departments.

Leadership that Supports Collaboration: Have leaders who support cross-sector collaboration and provide incentives for collaboration between departments. This may include recognition of successful collaborations, financial incentives, or other rewards. Interpersonal Training: Provide training to officers to improve the interpersonal, collaborative, and leadership skills necessary to work effectively in cross-departmental teams. Joint Policy Development: Involving members from various departments in the policy development process to ensure balanced representation and a holistic understanding of the issues involved.” (Interview Results, 2023)

E. CONCLUSION

Based on the results that have been conducted with various sources or informants, the conclusions of the research on the Quality of Apparatus Resources at the Palu City DPRD Secretariat, with various reactions or responses, have resulted in the conclusion that for the Opportunity aspect of the quality of apparatus resources at the Palu City DPRD Secretariat, it is quite good, but still needs to be improved, such as Awards and Recognition: Providing awards and recognition to employees who excel to motivate them and strengthen a positive work culture, Results-Based Performance Management: Adopting a clear and measurable results-based performance management approach to ensure that each member apparatus focuses on achieving organizational goals.

The aspect of appointment is considered to be quite good, however the basis for appointment must be carefully considered, so that the placement of officers in each field has the qualities and abilities, and is willing to progress and develop, on the basis of togetherness and for the sake of a quality organization. Having a Positive Work Culture Building a positive work culture that encourages collaboration, open communication, continuous learning and innovation among staff.

The Competency and Allowances aspect of officials is part of the compensation system designed to ensure that state officials have adequate working conditions and welfare so that they can carry out their public service duties well. These benefits may vary depending on the policies and regulations in each country. and aspects of relations between officers, it can be said to be good and communication between officers, or communicative, is taking place. However, to improve and strengthen this, Open and Regular Communication can be implemented: Building open communication channels between different departments and work units. Seamless exchange of information enables better understanding of the issues at hand and facilitates effective collaboration. Cooperation and Collaboration: Encourage active collaboration between departments in designing and implementing policies, programs and projects that cut across specific sectors.

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