

ANALYSIS OF EMPLOYEE NEEDS IN DISTRICT GOVERNMENT ENVIRONMENT OF SIDOARJO DISTRICT: “CASE STUDY OF BALONGBENDO DISTRICT, SIDOARJO DISTRICT, AND TULANGAN DISTRICT”

Yossyefa Nabila Choirunnisa Putri^{1)*} and Singgih Manggalou¹⁾
Universitas Pembangunan Nasional ‘Veteran’ Jawa Timur, Indonesia¹⁾
*Email: 22041010045@student.upnjatim.ac.id**

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Abstract

The study entitled Analysis of Employee Needs in Sub-districts in Sidoarjo Regency Government: "Case Study of Balongbendo, Sidoarjo, and Tulangan" aims to identify the needs and availability of civil servants in the three sub-districts. Using descriptive qualitative methods, data were collected through interviews, observations, and documentation. The results showed that the job descriptions for each division in the three sub-districts were well defined. Sidoarjo in particular faced a significant shortage of staff, filling only half of the positions needed. Balongbendo had several important roles unfilled, while Tulangan was better off, with almost full staff but facing challenges in data processing roles.

Keywords: Employee Needs, Job Map, Employee Supply.

A. INTRODUCTION

Human resource management is a crucial component because it determines the quality of public services. Reform in the field of human resources is very vital for government agencies at the central and regional levels because it has a direct impact on ASN performance (Thamrin, 2021). Some examples of human resource reform include increasing competence, career management, performance appraisal systems, and adjusting organizational structures to be more responsive to public needs (Rosiadi, 2019). Human resources are the most valuable asset in an organization, both government and private organizations (Budiani, 2011). Each individual brings different perspectives, expertise, and background experiences. (Rodiyana & Puspitasari, 2021) When managed effectively, these differences can be an organization's strength, especially in developing more innovative solutions and technologies. In the public sector, workforce diversity plays a vital role in ensuring inclusive services and meeting the needs of all levels of society equally (Rachmad et al., 2024). Thus, in order to provide quality services, an organization must have a workforce with the right competencies and qualifications.

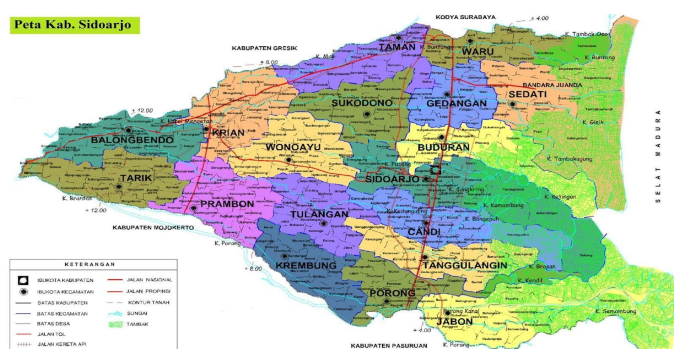


Figure 1. Map of Sidoarjo Regency
Source: Central Statistics Agency of Sidoarjo Regency.

Sub-districts have a crucial position in the regional government system as the public service unit closest to the community (Darmawan et al., 2023). In Sidoarjo Regency, there are 18 sub-districts, and each sub-district faces different challenges in providing public services and running the government. The quality of service is highly dependent on the sub-district's human resources, especially the civil servants who work there. That is why bureaucratic reform places human resource management at the sub-district level as one of the main priorities (Lahada, 2020).

In human resource management, job analysis is a fundamental instrument (Mujanah et al., 2024). This is a systematic method for identifying and describing the duties, responsibilities, competencies, and criteria required in a position. This process is beneficial for both job holders and organizations. The results of job analysis allow organizations to compile accurate job descriptions, determine performance targets, and plan employee training needs (Sudiro, 2011). Thus, job analysis is the basis for various aspects of human resource management, from the recruitment process, competency development, to the payroll system.

Job analysis provides significant benefits in organizational management. Local governments can utilize job analysis to assess employee needs based on existing workloads and responsibilities (Haryanto, 2021). For example, in sub-districts with large populations and large areas, it is necessary to adjust the number and competence of staff so that services run optimally. The results of job analysis can also be used to evaluate the effectiveness of the organizational structure in achieving its goals (Widyowati & Perwira, 2019).

Job analysis has also been shown to improve organizational performance in a number of studies. (Anggraini et al., 2020) claim that by clarifying job tasks and expectations, job analysis can increase worker productivity. In addition, (Semaun, 2019) emphasizes that a well-conducted job analysis can improve the overall effectiveness of an organization. Furthermore, additional research has shown that companies that regularly update job analysis are more sensitive to community needs and better prepared to adapt to changes in the workplace.

In carrying out public service duties, local governments need an effective and efficient organizational system, including in the preparation of job maps (Tukiran et al., 2023). Job maps that detail the positions and qualifications needed are a key instrument in personnel management. At the sub-district level, job maps are very vital considering their position as a

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government unit that interacts directly with the community. Job maps need to be evaluated and updated periodically to adapt to changing organizational needs along with regional developments and regulatory changes (Meltarini et al., 2017).

For this reason, an in-depth study of the job map in the sub-district environment of Sidoarjo Regency is needed in order to create a more effective and efficient personnel arrangement. This is important to ensure that the organizational structure and employee placement can support the local government in achieving its vision and mission of providing excellent service to the community.

Table 1. Map of Positions in the Sub-districts of Sidoarjo Regency.

NO	POSITION/DISTRICT NAME	EMPLOYEE NEEDS	OFFICER PREPARATION
1.	Sub-districts Balongbendo	21	18
2.	Sub-districts Buduran	20	12
3.	Sub-districts Candi	20	13
4.	Sub-districts Gedangan	20	13
5.	Sub-districts Jabon	20	12
6.	Sub-districts Krembung	20	14
7.	Sub-districts Krian	30	13
8.	Sub-districts Porong	30	12
9.	Sub-districts Prambon	20	12
10.	Sub-districts Sedati	20	14
11.	Sub-districts Sidoarjo	31	15
12.	Sub-districts Sukodono	20	13
13.	Sub-districts Taman	30	17
14.	Sub-districts Tanggulangin	20	12
15.	Sub-districts Tarik	20	12
16.	Sub-districts Tulangan	20	18
17.	Sub-districts Waru	17	12
18.	Sub-districts Wonoayu	20	12

Source: Map of Sub-district Job Scope in the Organizational Section of Sidoarjo Regency.

The results of the personnel data analysis show a significant difference in the need for and availability of ASN in the sub-districts of Sidoarjo Regency. This study focuses on three

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sub-districts: Balongbendo, Sidoarjo, and Tulangan, with special considerations. Sidoarjo Sub-district, which is the center of the district government, requires the largest number of employees, namely 31 ASN. This is reasonable considering the complexity and high volume of public services in the district center, including population density and the intensity of government and business activities. Meanwhile, Balongbendo and Tulangan Sub-districts have an identical number of ASN, namely 18 employees in each sub-district. This equality in number reflects a balanced distribution of employees in both sub-districts, although the characteristics of the area and workload may be different. This situation also shows an imbalance between the ideal needs and the number of employees available, especially when compared to Sidoarjo Sub-district which requires much more ASN.

For comparison, the researcher refers to a study conducted by (Berlian, 2023) on "Employee Needs Analysis at the One-Stop Integrated Investment Service Office of Situbondo Regency, East Java Province". The study aims to examine the implementation of employee needs analysis based on job analysis, identify the obstacles faced, and analyze efforts to handle problems in the agency. The research findings reveal that the implementation of employee needs analysis at the One-Stop Integrated Investment Service Office of Situbondo Regency has not been running optimally. The main obstacles faced include limited human resources, both in terms of number and competence, as well as the failure to approve the proposal for additional employees to fill job formations by the Regent of Situbondo. The formulation of the problem in this study is "How is the calculation of the number of employee needs in accordance with the supply of employees (existing) in the regional apparatus of the sub-district environment in Sidoarjo Regency?"

The aim of this study is to determine the suitability of calculating the number of employee needs with the supply of employees (existing) in regional apparatuses in sub-districts in Sidoarjo Regency.

B. LITERATURE REVIEW

Employee Needs

According to (Samsuni, 2017) employee needs are the number of workers required by an organization or a company whose goal is to carry out its duties and functions effectively, efficiently, and properly. These needs include the number of employees, types of work, and competencies that are in accordance with the goals of the organization. Employee needs are determined based on workload analysis, organizational structure, and projected growth or changes in operations (Martini et al., 2019). The goal is to ensure that human resources are available in the right quantity, quality, and time, so that they can support the achievement of organizational or company targets. Employee needs are divided into three types, namely quantitative needs needed to carry out certain functions, qualitative needs that include competencies, skills, and qualifications needed to carry out tasks, time needs regarding when employees are needed, and structural needs regarding the placement of employees in certain positions according to the organizational structure. Employee needs have several indicators, including:

1. Workload analysis

2. Employee ratio to output
3. Required competencies
4. Employee turnover
5. Future organizational needs
6. Budget capacity
7. Employee satisfaction and workload
8. Competition in the labor market
9. Technology and automation
10. Current employee performance

Public Services at the Sub-district Level

Public services at the sub-district level are various forms of services provided by the sub-district government to the community in order to meet administrative, social, and development needs (Widanti, 2011). The sub-district, as a government unit at the local level, is tasked with implementing part of the authority of the regional government and providing direct services to the community in its area. These services include processing administrative documents, such as making KTP, KK, certificates, as well as services related to development, health, education, and community empowerment. Public services at the sub-district level aim to improve community welfare by ensuring easy, fast, and transparent access. The duties and functions of the sub-district in public services are population administration, licensing services, development coordination, and community empowerment. Indicators of public services at the sub-district level are as follows (Mohi & Mahmud, 2018);

1. Availability of services
2. Quality of service
3. Accessibility
4. Transparency
5. Responsiveness
6. Accountability
7. Community satisfaction
8. Service innovation

C. RESEARCH METHODOLOGY

This study uses a qualitative approach with descriptive analysis, supported by data collection through interviews, observations, and documentation with ASN at the Sidoarjo Secretariat regarding the Analysis of Employee Needs in Sub-districts in the Sidoarjo Regency Government Environment: "Case Study of Balongbendo District, Sidoarjo District, and Tulangan District". According to Sugiyono (2017), qualitative research is naturalistic or follows the conditions of existing objects, and can validate various theories. The focus of this scientific research is to explain the phenomena found by researchers, with the main objective of studying and proving existing theories using the data that has been collected. The descriptive analysis research method involves the process of interviews, observations, and documentation with ASN in the organizational section and several sub-districts in Sidoarjo Regency. Interviews are conducted to gain a deeper understanding of employee needs

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analysis. Furthermore, researchers will provide recommendations to minimize potential risks in the future and propose improvements that are in accordance with future needs..

D. RESULTS AND DISCUSSIONS

In human resource planning (HR), more precisely the state civil apparatus (ASN) including sub-district level regional apparatus, determining the number of employees needed by considering the current availability of employees is a crucial stage. In order for the goals and activities of the organization to be carried out properly and efficiently, and to be able to know the number of existing employees must be adequate, or lacking, or even excessive to be placed in one OPD organizational framework. There are differences in the quantity and quality of the current workforce in sub-districts in Sidoarjo Regency. Based on employment status, the workforce consists of PNS, PPPK, and contract workers. Inequality is seen in the distribution of sub-district personnel, with certain sub-districts facing staff deficits and other sub-districts having relatively acceptable staff levels. There is a gap between the competencies needed and the competencies that can be accessed in terms of credentials. Certain technology jobs require specialized knowledge and skills that are not possessed by current staff. This is especially evident in areas that require expertise in data management and information technology. Analysis of sub-district employee needs reveals that a number of roles must be filled to carry out public service tasks as effectively as possible. In this case, we can analyze the need for employees and the supply of employees (existing) in each sub-district in Sidoarjo Regency.

A) Balongbendo Sub-district

Table 2. Map of Balongbendo District Positions

NO	DEPARTMENT NAME	DEPARTME NT CLASS	EMPLOYEE NEEDS	OFFICER PREPARATION (EXISTING)
	General and Personnel Sub-Section		1	1
1.	Skilled Computer Technician	6	1	1
2.	Policy Techincal Reviewer	7	2	2
3.	Data and Information Proccesor	6	2	1
4.	Office Administration (PNS dan P3K)	5	1(PNS)+1 (P3K)= 2	1
	Planning and Finance Sub-Section			
5.	Data and Information Proccesing	6	2	2
	Government Section			
6.	Data and Information Proccesor	6	2	1
7.	Office Administration	5	1	1

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	Development Section			
8.	Data and Information Processor	6	1	1
9.	Office Administration	5	1	1
	Public Order and Security Section			
10.	Data and Information Processor	6	1	0
11.	Office Administration	5	1	2
	Economic Section			
12.	Technical Policy Reviewer	7	0	1
13.	Data and Information Processor	6	2	1
	Social Welfare Section			
14.	Data and Information Processor	6	1	2
15.	Office Administration	5	1	0

Source: Map of Sub-district Job Scope in the Organizational Section of Sidoarjo Regency.

The job map table for Balongbendo District shows the current staffing needs and availability. The highest staffing demand is in the general affairs and personnel subsection, planning and finance, and economics section. Conversely, the lowest demand is for skilled computer technicians and office administration in general affairs and personnel, and the development section. In addition, there is an unmet staffing need in the public order and social welfare section. Some positions, such as the economic section (technical policy reviewer), exist without current demand but have excess staff. Analysis of existing staffing availability reveals that several subsections meet the established staffing criteria, especially the subsections in the general section (skilled computer technicians and technical policy reviewers), planning and finance (data and information processors), government section (office administrators), and development section (data processors and office administrators). However, some areas are still lacking, such as the general and government sections, where data and information processors are lacking, as well as in the public order and security, economics, and social welfare sections. In addition, there is an excess of ASN in certain roles, highlighting the gap between staffing needs and staffing availability.

This study focuses on employee needs in Balongbendo District, with the identification of the most needed position as a data and information processor in job class 6. However, this position has the lowest availability among the sub-sections. The results of the study indicate a fairly large gap between the needs and availability of this position based on KEMENPANRB No. 11 of 2024. This position is flexible because it is not tied to any technical agency and requires a minimum of a D-3 diploma, suitable for both ASN and PPPK. Its duties include managing, verifying, and compiling data and reports for government agencies. Balongbendo was chosen for this study because the number of existing employees is sufficient, namely 18

ASN.

B) Sidoarjo District

Table 3. Map of Sidoarjo District Offices

NO	DEPARTMENT NAME	DEPARTMENT CLASS	EMPLOYEE NEEDS	OFFICER PREPARATION (EXISTING)
	General and Personnel Sub-Section			
1.	Supervisor Computer Facilities	8	0	0
2.	Advanced Technician Computer	7	0	0
3.	Skilled Technician Computer	6	1	1
4.	Operational Manager Service	6	2	0
5.	Data and Information Processor	6	4	0
6.	Office Administration (PNS and P3K)	5	4(PNS)+2 (P3K)= 6	2
	Planning and Finance Sub-Section			
7.	Technical Reviewer Policy	7	1	1
8.	Data and Information Processor	6	3	2
	Government Section			
9.	Data and Information Processor	6	2	1
10.	Office Administration	5	1	1
	Development Section			
11.	Data and Information Processor	6	1	1
12.	Office Administration	5	1	0
	Public Order and Security Section			
13.	Data and Information Processor	6	1	0

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14.	Operational Service Operator	5	2	2
	Economic Section			
15.	First Expert Community Self-Reliance Movers	8	1	1
16.	Data and Information Processor	6	1	1
17.	Office Administration	5	1	1
	Social Welfare Section			
18.	Data and Information Processor	6	2	0
19.	Office Administration	5	1	1

Source: Map of Sub-district Job Scope in the Organizational Section of Sidoarjo Regency.

The job map table shows the need for employees and the supply of employees in Sidoarjo District. The highest need for employees is in the general and personnel subsection, with a focus on data and information processing and office administration, as well as planning and finance. Several positions are in line with the existing ASN supply, including skilled computer technicians in the general and personnel subsection, technical policy reviewers in planning and finance, office administrators in government, and various roles in other sections, ensuring adequate staffing across all sections/sections.

The analysis revealed a significant shortage of ASN employees in various fields in Sidoarjo District. The main areas lacking personnel include the general and personnel section, planning and finance section, government section, development section, public order section, and social welfare section, especially in the role of data processing and administration. However, the social welfare section shows an excess of ASN employees.

Important findings show that the positions most needed in Sidoarjo District are for the role of data processing and information (job class 6) and office administration (job class 5). Researchers identified the position of data and information processor as an important position because it is not tied to a particular technical institution, thus allowing placement in various government institutions. The minimum qualification for this role is D-3 (Diploma III), and can be filled by ASN and PPPK (P3K), the responsibilities for this position include managing, verifying, and compiling data and reports for government institutions. Likewise, the office administration position does not have a specific technical service bond, with a minimum education requirement of high school. This position focuses on administrative support in government and public services, including customer service functions. Currently, Sidoarjo District has a significant gap in meeting its employee needs. The total need is 31 ASN, while the number of existing employees is only 15, which means that the district only meets about half of its staff needs. This significant difference prompted researchers to choose Sidoarjo District as the research location, because it has the highest demand for ASN personnel

compared to other districts in Sidoarjo Regency.

C) Tulangan District

Table 4. Map of Tulangan District Offices

NO	DEPARTMENT NAME	DEPARTMEN T CLASS	EMPLOYEE NEEDS	OFFICER PREPARATION (EXISTING)
	General and Personnel Sub-Section			
1.	Skilled Computer Technician	6	1	1
2.	Technical Policy Reviewer	7	1	0
3.	Data and Information Processor	6	2	3
4.	Office Administration (PNS and P3K)	5	3(PNS)+1 (P3K)= 4	4
	Planning and Finance Sub-Section			
5.	Data and Information Processor	6	2	2
	Government Section			
6.	Data and Information Processor	6	1	1
7.	Office Administration	5	1	0
	Development Section			
8.	Data and Information Processor	6	2	2
	Public Order and Security Section			
9.	Data and Information Processor	6	1	1
10.	Office Administration	5	1	1
	Economic Section			
11.	Data and Information Processor	6	2	1
	Social Welfare Section			
12.	Data and Information Processor	6	1	2

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13.	Office Administration	5	1	0
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Source: Map of Sub-district Job Scope in the Organizational Section of Sidoarjo Regency.

Based on the job map table, Tulangan District experiences the highest need for employees in the general and personnel sub-section (office administration). The need for employees that has been filled according to the supply of ASN is in the same sub-section as well as the planning sub-section, government section, development section, and security section. However, there is a shortage of employees in the economic section, especially for data and information processing positions, which have not been met properly. In Tulangan District, there are sub-sections and sections with the number of ASN exceeding the need, such as the general and personnel sub-section and the social welfare section. However, there are also other sub-sections and sections whose ASN have not met the need, including the general and personnel sub-section (technical reviewer), and the government and social welfare section (administrator). In the analysis of employee needs in Tulangan District, the position that is most needed is data and information processor (job class 6). The researcher noted that this position is needed to fill the vacancies in the job map based on KEMENPANRB NO. 11 OF 2024. This position is not tied to a particular technical agency, so it can fill positions in various government agencies. The minimum educational qualification for this position is D-3, and can be filled by ASN or PPPK, with duties including management, verification, and preparation of data and administrative reports. In contrast, the office administration position (job class 5) has the least availability. This position is also not related to a technical agency, with a minimum educational qualification of high school and the main task in supporting office administration and public services. The research in Tulangan District was conducted because the total number of existing employees, namely 18 ASN, is quite close to the predetermined employee needs.

E. CONCLUSION

Through a qualitative research approach and descriptive analysis, insights were obtained into the constraints and weaknesses in the analysis of employee needs in the three sub-districts of Sidoarjo Regency, involving documentation and observation. Sidoarjo Sub-district was identified as having the highest ASN needs according to the job map, while Balongbendo and Tulangan Sub-districts were chosen because of their high levels of employee supply. In Balongbendo, the position of data and information processor is in the 6th most needed job class. Sidoarjo Sub-district also needs a similar position with the same class, and there is a need for an office administration position in job class 5. However, both sub-districts face a shortage of employees. Balongbendo experiences limitations in the economic section, while Sidoarjo Sub-district only has 15 of the total 31 ASN needed, indicating that employee absorption is not optimal. Meanwhile, in Tulangan Sub-district, the position that is most needed is data and information processor (class 6), while the position that is least available is office administration (class 5). The number of employees in Tulangan District is quite optimal, with a need for 20 ASN and a supply of 18 ASN. This shows a balance between the need and availability of employees.

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From the results of the research in this journal, it is concluded that there is the greatest need for ASN or P3K employees in the positions of data and information processors (job class 6) and office administrators (job class 5), which is in line with KEMENPANRB NO. 11 YEAR 2024. The position of data and information processors can be filled by ASN or PPPK with a minimum education of D-3, and their duties include managing, verifying, and compiling data and reports. Meanwhile, the position of office administrator can also be filled by ASN or PPPK with an equivalent high school education qualification, having responsibilities related to administrative support and public services.

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