

THE ROLE OF PERSONNEL AND HUMAN RESOURCE DEVELOPMENT AGENCY IN IMPROVING DISCIPLINE OF STATE CIVIL IN CIAMIS REGENCY

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Abstract

To achieve a government bureaucracy with integrity in accordance with the principles of good governance, it is essential to have regulations that can enforce the performance discipline of Civil Servants. The discipline of Civil Servants plays a crucial role in ensuring order, the smooth execution of tasks, productivity, and providing legal certainty in carrying out duties based on a career and performance system. Discipline is an effort made to direct employees' behavior to align with the organization's goals. In Ciamis Regency, the Human Resources and Development Agency has a significant role in fostering, supervising, and enforcing the discipline of Civil Servants through training programs, socialization, and handling violations based on Government Regulation Number 94 of 2021 regarding Civil Servant Discipline. This research aims to explore the role of the Human Resources Development Agency of Ciamis Regency in enhancing the discipline of State Civil Apparatus. The method used in this study is a descriptive qualitative approach with data collection through observation and interviews. The results of the observations indicate several disciplinary violations committed by the State Civil Apparatus, which were followed up with firm actions by the Human Resources Development Agency. These findings indicate that the Human Resources Development Agency has a strategic role in maintaining bureaucratic integrity through the implementation of objective and consistent discipline. Thus, the enhancement of institutional capacity and the understanding of State Civil Apparatus must continue to be deepened to support the creation of good governance.

Keywords: Role, Work Discipline, State Civil Apparatus.

A. INTRODUCTION

Good governance cannot be achieved without supportive factors that mutually reinforce each other (Kamaluddin, 2019). One important element in creating an efficient government system is the fulfillment of basic governance elements executed optimally (Ishak, 2024). In this case, the role of the State Civil Apparatus becomes very important as they are the frontline in the implementation of public policies and in providing services to the community (Paisa et al., 2019). The State Civil Apparatus is expected to carry out its duties and functions with full responsibility, integrity, and professionalism so that the government system operates well, is directed, and sustainable (Fauzan, 2024). Based on Law Number 5 of 2014 concerning State Civil Apparatus, there are three main functions it possesses, namely as implementers of public policy, binding agents, and unifiers of the nation. These three functions serve as the normative and operational foundation for delivering public services

that are of high quality and in favor of the wider community's interests. In carrying out their duties, Civil Servants are expected to uphold the values of discipline as a form of compliance with the existing regulations and bureaucratic norms (Mulhayat et al, 2023). Discipline reflects attitudes or behaviors that are in accordance with the rules established by institutions, both written and unwritten (Alex S. Nitisemito 1984: in Purwoko, 2018).

Work discipline should not only be a formal obligation, but also a main pillar that supports the formation of a productive, accountable, and responsive work culture to public needs (Rozeq, 2025). Therefore, the discipline of Civil Servants is crucial in creating a good work environment and building a transparent, effective, and comprehensive public service system. As an important part of the government, the Human Resources and Development Agency plays a strategic role in shaping disciplined Civil Servants through supervision, coaching, training, and improving the quality of human resources within the government bureaucracy (Siregar, 2019). Based on its main duties and functions, the Human Resources and Development Agency is expected to manage regional personnel management that has a disciplined and professional work culture among Civil Servants.

According to reports from online media, the Civil Service Apparatus in Ciamis Regency has shown high discipline, reflected in good attendance levels after the collective leave period. However, there are also several disciplinary violations among the Civil Service Apparatus. According to the Ciamis Regent Regulation No. 61 of 2023 concerning disciplinary violations, this includes all forms of speech, writing, or actions of Civil Service Apparatus both during and outside working hours. This situation indicates that the role of the Personnel and Human Resource Development Agency in improving the discipline of Civil Service Apparatus needs further evaluation. This research is important to conduct, given its urgency in enhancing the effectiveness of public services and the governance of local government. Therefore, efforts to improve and monitor the discipline of the State Civil Apparatus need to be carried out systematically and sustainably. It is important to understand the extent to which the Personnel and Human Resource Development Agency contributes in carrying out its functions. The objectives of this research are to (1) analyze the role of the Personnel and Human Resource Development Agency of Ciamis Regency in enhancing the discipline of State Civil Apparatus, (2) identify the programs and strategies implemented by the Personnel and Human Resource Development Agency, and (3) evaluate the constraints faced in the process of fostering the discipline of State Civil Apparatus.

B. LITERATURE REVIEW

Regarding discipline, experts provide various interpretations. Martoyo (2000, in Octavia and Harmento, 2019) explains that discipline comes from the Latin word 'discipline', which means training or education regarding manners and character development. On the other hand, Simamora in (Jatilaksono, 2016) describes discipline as a process of correcting or imposing sanctions on subordinates who violate rules or procedures. A different opinion is expressed by Hasibuan in (Sari, 2017), who states that discipline is an awareness and willingness of individuals to comply with all company regulations and applicable social norms. In the context of the Civil Service Apparatus, discipline reflects the fundamental values of the Civil Service Apparatus, as regulated in Law Number 5 of 2014 concerning the Civil Service Apparatus. From several definitions of discipline, it can be concluded that discipline plays an important role in shaping a professional work ethic, responsible behavior, and high integrity in the government environment.

The Civil Service and Human Resource Development Agency, as a technical agency, has a significant responsibility in the management of ASN, including the development and enforcement of discipline. In Ciamis Regency, this function has been regulated through the

Ciamis Regent Regulation Number 62 of 2023, which provides technical guidelines regarding the classification of violations, examination procedures, and the imposition of disciplinary sanctions for ASN. In this regard, Rivai in (Bonita, 2017) explains that a role can be defined as the expected behavior of individuals in specific positions. A role is a dynamic aspect of a person's position in fulfilling their rights and obligations.

Several experts have provided various definitions regarding the Civil Servants Agency, previously known as Civil Servants. A. W. Widjaja, in the quote (Samarrudin, n.d.), defines employees as human resources both physically and mentally that are always needed, and are the main capital in cooperation to achieve organizational goals. On the other hand, Musanef, as cited in (Samarrudin, 2022), explains that employees are individuals who operate in an institution, whether it is a government agency or a private company. Thus, experts agree that the Civil Servants Agency or Civil Servants are individuals who work within certain organizations, whether governmental or private institutions. They are considered very important assets in achieving the organization's vision and play a key role in carrying out various activities that support the performance and goals of the organization.

The Personnel and Human Resources Development Agency not only performs administrative functions, but also plays a role as an enforcer of a productive and norm-compliant work culture (Immanuel et al, 2023). The Ciamis Regency Personnel and Human Resources Development Agency routinely carries out monitoring and evaluation programs as a measure to supervise the discipline of the State Civil Apparatus. This activity includes socialization of disciplinary rules, training on work ethics and integrity, and the implementation of a digital-based personnel information system, including online attendance. Research by Meliawati (2022) shows that employees at the Ciamis Personnel and Human Resources Development Agency have achieved the "very good" category in the work discipline assessment, which shows the effectiveness of the approach applied in employee development. Although the overall level of discipline among State Civil Apparatus in Ciamis Regency is considered high, there are still some cases of violations that occur. This situation indicates that ongoing maintenance and supervision are essential, not only in a reactive manner but also proactively and preventively. This includes enhancing the capacity of human resources for the apparatus as well as structured monitoring. To strengthen oversight of the State Civil Apparatus, digital transformation provides opportunities for government agencies.

Research conducted by Raya (2021) shows that the use of online attendance applications significantly reduces employee tardiness and absenteeism. This proves that utilizing information technology is not only efficient but also helps to build a stronger and more consistent work discipline culture in the government environment. Existing motivation theories in human resource management recommend a combinatorial approach between rewards and punishments to motivate work discipline. Recognition of achievements can encourage civil servants to maintain a high work ethic, while punishment for violations can serve as a reminder of their responsibilities and obligations as civil servants. The implementation of an objective, transparent, and fair reward and punishment system is an important component in supporting the sustainable enforcement of discipline. The Personnel and Human Resource Development Agency plays a very crucial role in fostering and enforcing the discipline of Civil Servants to create a professional, clean, and service-oriented government. The success of the Personnel and Human Resource Development Agency of Ciamis Regency in cultivating a disciplined work culture must continue to be strengthened with strategies that can adapt to the challenges of the times, such as digitalization, personnel systems, strengthening professional ethics, and implementing consistent reward and punishment principles.

C. RESEARCH METHODOLOGY

This research uses a qualitative approach with a descriptive-narrative type. Through this qualitative approach, the researcher aims to explore the meaning, perception, and experiences of informants directly involved in the implementation of the discipline policy for Civil Servants. This descriptive-narrative approach is used to organize the presentation of research results in a detailed and systematic manner in the form of factual stories or narratives that reflect the reality on the ground. As explained by Arikunto (2013), he states that descriptive research does not aim to test specific hypotheses but only describes what is related to a variable, phenomenon, or situation. The research implementation process was conducted at the Human Resources Development and Staffing Agency of Ciamis Regency, using direct observation techniques. There are two types of data generated from the observations that have been carried out: primary data, which is data from interviews with informants, and secondary data, which is data obtained from other references such as the website of the Human Resources and Civil Service Agency of Ciamis Regency and other sources that are not directly connected. According to Sugiyono (2014), research methods are essentially scientific ways to collect data that are used for specific purposes. The scope of the research focuses on the study of the implementation of coaching and enforcement of discipline among Civil Servants by the Human Resources and Civil Service Agency of Ciamis Regency, including obstacles, strategies, and their impact on the performance of Civil Servants. This research does not discuss personnel aspects in general, but rather specifically delves into the aspect of discipline and the role of the institutional body of the Regional Personnel and Human Resource Development Agency in this context. This research was conducted at the Regional Personnel and Human Resource Development Agency of Ciamis Regency, as the institution that has the authority in the development of regional personnel, making the data obtained relevant to the focus of the study.

D. RESULT AND DISCUSSION

The Regional Personnel and Human Resource Development Agency of Ciamis Regency holds an important position in building character and enhancing the professionalism of State Civil Apparatus. Amidst the complicated demands of public services and changing needs of government organizations, the function of the Regional Personnel and Human Resource Development Agency has become increasingly vital. Throughout 2023, this organization has shown consistency in strengthening personnel management, especially in terms of guidance and enforcement of discipline as the main foundation for creating an accountable, professional, and integrity-driven bureaucracy. According to the Central Statistics Agency, by the end of 2023, the number of State Civil Apparatus in Ciamis Regency reached 10,604 individuals. The majority of these State Civil Apparatus are of productive age but approaching retirement, with a dominance of Generation X (ages 41-56) at 45.4%. On the other hand, the proportion of Generation Z (ages ≤ 25) is still very small, at only 0.3%. This imbalance indicates significant challenges in the regeneration of personnel that need to be addressed immediately with adaptive and long-term oriented coaching and recruitment strategies. The Human Resources and Personnel Development Agency not only functions as a personnel manager. However, this institution also plays a role as a coach of professional ethics and morals for Civil Servants. Data shows that the discipline level of personnel in Ciamis has been quite high throughout 2023.

Nevertheless, the Human Resources and Personnel Development Agency still found several cases of violations. A total of 3 cases of alleged disciplinary violations were

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successfully handled directly by the Human Resources and Personnel Development Agency. In addition, the Inspectorate of Ciamis Regency also found nine violators consisting of eight cases related to work ineffectiveness and one case of budget waste. However, when viewed from the comparison of the number of civil servants in Ciamis Regency, it falls into the category of disciplined Civil Servants. In addressing the discipline issues of these Civil Servants, the Human Resources Development Agency continues to adhere to Government Regulation Number 94 of 2021 concerning the Discipline of Civil Servants, which categorizes violations into light, moderate, and severe.

Table 1. Table of Discipline Violations

No	<i>Disciplinary Violations of State Civil Apparatus</i>	<i>Types of Punishment</i>
1	Light, arriving late, not wearing attributes as per regulations, not attending without explanation for 1-3 days.	Verbal warning, written warning, written statement of dissatisfaction.
2	Sick, absent from work for 4–10 days without reason, lightly abusing authority, engaging in unethical behavior at work, not carrying out legitimate orders from superiors.	Postponement of periodic salary increase for 1 year, postponement of promotion for 1 year, demotion to one level lower for 1 year.
3	Heavy, not reporting to work for more than 10 days cumulatively in 1 year without reason, abuse of position or authority for personal gain, immoral, criminal, or corrupt actions, becoming a member of a political party, committing violence in the workplace.	Demotion to a lower position for 1 year, release from position, honorable dismissal not at own request, and dishonorable dismissal

Source: Data Processed by Researchers, 2025

Nevertheless, the approach taken by the Personnel and Human Resource Development Agency does not only focus on punitive actions. On the contrary, preventive measures are a priority through various activities that are preventive in nature, such as socialization, regulations for each regional device, training on professional ethics and integrity, as well as strengthening work culture through morning parades, the use of uniforms according to regulations, and the implementation of an online attendance system. In addition to these preventive measures, a persuasive approach also forms part of the development strategy implemented by the Personnel and Human Resource Development Agency. Civil Servants facing employment-related issues are provided access to counseling services, while direct guidance is conducted by their superiors with technical guidance from the Personnel and Human Resource Development Agency. The principle of balance between rewards and sanctions is applied by providing appreciation to high-performing officials as an encouragement to maintain performance and discipline. If violations still occur, the Human Resources Development and Staffing Agency will carry out the handling process firmly and according to procedure. This process begins with summons and clarification, followed by an examination until appropriate sanctions are imposed based on the severity of the violation. However, this action does not mark the end of the process. Officials who have received sanctions will still receive ongoing guidance and support to ensure they can return to perform their duties professionally and do not repeat the same mistakes. As part of the internal control mechanism, the Human Resources Development and Staffing Agency collaborates with the Ciamis District Inspectorate to evaluate and supervise the implementation of ASN discipline. Monitoring of attendance and performance is carried out digitally using the e-Kinerja and e-Presensi systems. In addition, surprise checks on several Regional Device Organizations are routinely conducted as a measure of direct supervision. Overall, the Board of Personnel and Human Resource Development of Ciamis Regency has demonstrated effectiveness in efforts to develop and enforce discipline among Civil Servants. The low number of violations in 2023 serves as an indicator of the success of a strategy that combines preventive, persuasive, and repressive approaches in a balanced manner. However, the challenges of regenerating Civil Servants and improving the quality of coaching remain an important focus in the future to ensure the sustainability of quality and integrity public services in Ciamis Regency.

The Bureau of Personnel and Human Resource Development regularly conducts training on ethics and integrity through workshops, seminars, socialization, and others. The aim of this activity is to provide a deep understanding to civil servants regarding the moral values and professional behaviors that should be upheld by the State Civil Apparatus. This training also aims for civil servants to internalize these values in their work environment. The morning roll call policy serves more than just recording employee attendance; it is also a means to provide guidance, evaluate performance, and strengthen the sense of solidarity among employees. In addition to the morning roll call policy, the implementation of digital-based attendance simplifies the monitoring of attendance and supports the improvement of work regularity. This system also plays a role in increasing transparency, efficiency, and reducing the possibility of manipulation of attendance data, thus maintaining employee discipline consistently. As part of the reward and recognition strategy, the Personnel and Human Resource Development Agency awards employees who demonstrate the best performance, discipline, and ethics in their work unit. These outstanding employees are selected based on clear and objective criteria, and are announced transparently. This can

motivate employees to improve their performance. This work motivation strategy is quite efficient and effective in fostering a culture of healthy competition and enhancing the spirit of cooperation. Through the implementation of this program, the Human Resources and Development Agency of Ciamis Regency has successfully built a good civil servant development system. Therefore, there are also minimal disciplinary violations occurring in Ciamis Regency.



Figure 1. 2023 Discipline Violator Figure

The discussion is the most important aspect of the entire research and should receive the greatest attention. This finding is consistent with the study by Ariani and Supriyadi (2023) published in the *Journal of Public Policy*. They state that reward-oriented training methods, counseling, and value instillation are more effective in shaping the behavior of Civil Servants who comply with regulations compared to approaches that solely rely on punishment. Furthermore, Mahardika (2022) in the *International Journal of Public Human Resource Management* also shows that strengthening bureaucratic ethics and performance monitoring using technology can reduce disciplinary violations by up to 60% in several regions of Indonesia. However, there are still many disciplinary violations that occur not due to a lack of rules or strategies, but because of the low awareness of Civil Servants regarding the importance of discipline and work ethics. Although these strategies are able to create good work discipline among the apparatus, they are not free from various obstacles in their implementation. For example, the digital attendance system has not been fully implemented effectively, especially in areas without internet access. Furthermore, performance monitoring has also not been running smoothly, and many regional government agencies located far from the center, therefore the lack of surprise inspections or performance audits can cause minor violations to go undetected. This becomes one of the serious obstacles, especially when sanctions or disciplinary violations are not applied consistently. There can be interventions or a sense of 'awkwardness' between superiors and subordinates that can result in corrective measures not going according to plan. In addition, rapid mutations or transfers of state civil servants often disrupt the continuity of coaching programs.

E. CONCLUSION

This research aims to understand and analyze the role of the Human Resources Development Agency of Ciamis Regency in enforcing the discipline of Civil Servants. Based on the research results and discussion, it can be concluded that the Human Resources Development Agency has effectively performed its role through a comprehensive coaching strategy, including preventive, persuasive, and corrective approaches. This effectiveness is

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reflected in the low number of disciplinary violations among Civil Servants, which amounts to only 3 cases handled by the Human Resources Development Agency and nine findings of governance violations by the inspectorate, out of a total of 10,604 Civil Servants. This finding answers the research objective, indicating that disciplinary coaching for Civil Servants cannot be conducted solely through sanctions enforcement but must also be accompanied by strengthening values, work culture, ethics education, and active involvement of the community. Programs such as regulatory socialization, integrity training, personnel counseling, and reward systems have proven to be capable of fostering continuous disciplined behavior. In addition, the integration of technology-based supervision and a humanistic approach from direct supervisors shows that the discipline of State Civil Apparatus in Ciamis Regency is built not only from an administrative aspect but also from moral and professional development. Thus, the coaching model implemented by the Ciamis Regency Personnel and Human Resource Development Agency can serve as a reference or best practice for other regions in forming a professional, accountable, and integrity-based bureaucracy.

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