

Analysis of Factors Affecting Employee Work Competence in the Field of Employee Mutations at the Personnel Agency and Human Resources Development of the Riau Islands Province

Hendra Eka Putra¹ 

¹Master of Public Administration, Universitas Terbuka

Corresponding Author: hendraekaputra595@gmail.com

Article Info

Keyword:

Work Competency,
Personnel Agency,
KORPRI Kepulauan
Riau, ESDM

Abstrak:

This research aims to analyze the factors that influence the work competence of employees in the Transfer, Rank and Promotion Sector of the Regional Civil Service Agency and KORPRI Riau Islands Province. So this research focuses on the essence of the factors that influence employee work competence, namely, education, experience, skills, expertise and creativity. This research is descriptive qualitative in nature with data collection techniques in the form of interviews and observations. By using theories from experts who argue that there are several factors that influence work competence, namely, the educational environment. The level of education and training received by employees can influence their work competence. Apart from that, extensive and varied work experience can help employees in dealing with complex problems or situations. Employee motivation is also needed because they tend to work better and produce better results. The skills possessed by employees can improve the quality and productivity of work, as well as ensure that the tasks given can be completed well and on time. The expertise factor has a very big influence on employee competence. This is because the expertise factor includes the knowledge, skills and work experience possessed by employees. The higher the employee's expertise, the better the employee's competence. A high creativity factor can increase employees' ability to solve problems, generate new ideas, and adapt to environmental changes. Creativity is the ability to produce innovative new ideas, creative solutions to problems, and the ability to adapt to environmental changes.

Article History : Received 29-09-23, Revised 6-10-23, Accepted: 06-11-23

How to Cite :

Putra (2023). Analysis of Factors Affecting Employee Work Competence in the Field of Employee Mutations at the Personnel Agency and Human Resources Development of the Riau Islands Province. KEMUDI: Jurnal Ilmu Pemerintahan, 8(01), 57-66.

INTRODUCTION

Regional Autonomy is spelled out through law and functions as a correction for mistakes that occurred during the New Order era, due to a perceived lack of justice and balance between regional government and central government in all fields. Nowadays, the implementation of regional autonomy is required to pay special attention to the principles of

democracy, community participation, equality and justice, as well as paying attention to regional potential and diversity. The main function and objective of implementing regional autonomy is to improve public services and advance the regional economy.

An organization that operates in the service sector, whether carried out by the private sector or the government, requires adequate personnel and facilities and infrastructure to achieve the goals of the organization which of course is supported by management functions such as planning, organizing and supervising so that everything runs effectively and efficient.

Healthy competition within the organization is very important for skilled workers. This helps realize competence in completing tasks in accordance with organizational goals and maintaining order in society. Government exists to provide services to the community, and the quality of employees greatly influences the success of an institution or organization. With good quality and abilities, employees can carry out tasks with high productivity to achieve organizational goals optimally.

In government organizations, employees are needed who have high attitudes, behavior and abilities. This is important because all actions must follow applicable values, with positive impacts on society such as increasing welfare and benefits from development carried out together with the government. The government needs to pay special attention to the quality of public services by regulating service administration which includes simplicity, clarity, certainty, security, openness, efficiency, economy, fairness and timeliness. These aspects of management can be grouped into 3 (three) main parts, namely (1) organizational structure, (2) processes consisting of procedures, techniques and strategies and (3) human resources (implementing officials). Apart from that, for government administration it is a logical consequence, because to realize good government administration requires competent resources. This is similar to what was conveyed by Tangkilisan (2005:11) who stated that without the readiness of good human resources, good service will also be difficult to achieve.

Riau Islands Province Personnel and Human Resources Development Agency. In 2021 there will be another change to the SOTK based on Regional Regulation Number 4 of 2021 concerning the Formation and Structure of Regional Apparatus that the Regional Personnel Agency and KORPRI Type A are led by the Head of the Agency, carrying out supporting functions in the field of personnel and this is reinforced by Governor Regulation Number 92 of 2021 concerning The position, organizational structure, duties and functions, and work procedures of regional apparatus are explained regarding the duties and functions of the Regional Civil Service Agency and KORPRI of the Riau Islands Province.

Of the several sections or areas of work in the Regional Civil Service Agency and KORPRI of Riau Islands Province, one that has an important role in running the organization is the Employee Mutation Division of the Personnel Agency and Human Resources Development of Riau Islands Province.

Based on Governor's Regulation Number 92 of 2021 concerning Position, Organizational Structure, Duties and Functions, and Work Procedures of Regional Apparatus in Article 334:

1. The Transfer, Rank and Promotion Division has the duties and functions of leading, coordinating, formulating and compiling policy materials related to Transfer, Rank and Promotion.
2. To carry out the duties and functions as intended in paragraph (1), the Transfer, Rank and Promotion Division has detailed duties:
 - a. Prepare operational plans in the Mutations, Ranks and Promotions area;
 - b. Distribute tasks to subordinates in the Mutation, Rank and Promotion area;
 - c. Provide instructions for the implementation of tasks to subordinates in the Mutation, Rank and Promotion area;
 - d. Supervise the implementation of subordinate tasks in the Mutation, Rank and Promotion area;
 - e. Prepare materials for coordinating the implementation of general policies and working relations with agencies and work units related to transfers;
 - f. Prepare coordination materials for the implementation of general policies and work relations with agencies and work units related to rank;

- g. Prepare materials for coordinating the implementation of general policies and working relations with agencies and work units related to promotion;
- h. Evaluate the implementation of subordinate tasks in the Mutation, Rank and Promotion area;
- i. Prepare reports on the implementation of tasks in the Mutation, Rank and Promotion Sector; And
- j. Carry out other official duties given by the leadership, both verbally and in writing.

Looking at the duties and functions of the Transfer, Rank and Promotion Division in the Regional Civil Service Agency and KORPRI, the Riau Islands Province has complex duties and functions. Therefore, employees are needed who have good work competencies and are professional. These employees support the duties and responsibilities of the Transfer Division, because human resources are a key factor in the organization and influence relationships with customers and overall organizational performance.

Therefore, resource factors are relevant variables to study so that actual conditions can be known. One thing related to human resources is work competency. The importance of employee work competence in a government organization is one of the elements in achieving goals, where this ability reflects actions of awareness and good faith based on compliance with applicable regulations in order to achieve the implementation of tasks and achieve effective and effective work results. -To use.

Employees who have high work competence and professional attitudes can encourage the realization of good governance. They also play a role in providing the best service to the public in all fields, including operators and registers which provide information and services in various matters. This is important because society is a manifestation of supreme sovereignty, and the people as holders of power must receive the best service from the government. Terdapat masalah yang ada pada kompetensi kerja pegawai dalam hal ini Bidang Mutasi, Kepangkatan dan Promosi Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Provinsi Kepulauan Riau, antara lain sebagai berikut:

With so many queues of files requesting transfers from civil servants assigned to remote areas such as small island areas in regencies/cities in the Riau Islands Province even though the position formation is in accordance with the results of passing the CPNS test they have taken, so this This makes work in the field of mutation pile up and creates a feeling of boredom for employees working in the field of mutation, rank and promotion of the Regional Civil Service Agency and KORPRI Island Province. It still seems that there is no cooperation between fellow employees of the Regional Civil Service Agency and KORPRI Island Province, especially in the field of transfers.

The level of employee awareness and responsibility is still low in completing tasks immediately and on time, resulting in delayed task completion, such as requests for job transfers or assignment transfers either from the Riau Islands Province OPD to the City Regency or vice versa from the Regency/City OPD wishing to move to the Riau Islands Province OPD takes almost 1 month.

Considering the importance of the meaning of employee work competency in order to achieve high service to employees who wish to apply for transfers and to achieve organizational goals, the author is interested in drawing a formula, namely What are the Factors that Influence Employee Work Competence in the Field of Transfers, Ranks and Promotions at Civil Service Agency Regions and KORPRI Riau Islands Province?. And the author's aim is to analyze the factors that influence the work competence of employees in the field of transfers, ranks and promotions of the Regional Civil Service Agency and KORPRI of the Riau Islands Province.

In this research, the author uses theory or expert opinion according to Suhendar (2003: 62-64), that the factors that influence the level or level of work competence of organizational members are as follows:

1. Education
2. Experience
3. Skills

4. Expertise
5. Creativity

This is because the dimensions contained in this theory will later be created into an operational concept which aims to explore and search for information and answers related to problems in the factors that influence employee work competency in the areas of transfers, ranks and promotions for Regional Civil Service Agency and Provincial KORPRI Riau islands.

RESEARCH METHODS

According to Wood and Payne in Ruky (2003: 103) "The term and concept of competency was actually introduced in 1982 by Richard Boyatzis, an American management writer in the book *The Competent Manager*." Furthermore, Ruky (2003: 104) provides a definition that is widely adhered to by human resource management practitioners, which states that competence is an underlying characteristic of an individual that is casually to criterionreferenced effective and or superior performance in a job or situation or "the basic characteristics of a person (individual) which influences the way of thinking and acting, makes generalizations about all situations faced and lasts for a long time in humans."

Gary (2007:70) emphasizes that competence is "a characteristic of a person that can be demonstrated, which includes knowledge, skills and behavior, which can produce performance and achievement".

Meanwhile, Marvin Shaw in Andratama (2007:172) explains between specific competencies and general competencies, as follows:

"A person's competency or ability is related to various situations and problems. This ability is thought to be influenced or determined by both character/talents and experiences throughout life. All of this is called general competence. However, there are also specific competencies, that is, apart from having general abilities, they also have special abilities." Menurut *Mann, Palmer, Shevitz* dan *Penrod* (Suhendar dkk, 2003:62) yang memberikan gambaran bahwa kompetensi kerja anggota organisasi adalah sebagai berikut:

"Work competency (Task Competency) greatly influences the productivity of an organization which must be possessed and continuously developed by members in all situations that require the ability to carry out tasks as well as possible, in order to obtain production results that are in line with what is expected." Suhendar (2003:62-64) further explained that the factors that influence the level or high or low level of work competence of organizational members are as follows:

1. Education
2. Experience
3. Skills
4. Expertise
5. Creativity

RESULTS AND DISCUSSION

Analysis of Educational Factors on employee competency in employees of the Riau Islands Province Personnel and Human Resources Development Agency

According to Suhendar (2003:62-64) Education is the first basis for forming human attitudes and behavior, because from birth to adulthood humans are always exposed to and experience education, both formal and informal, both natural and institutional. In relation to education in organizations, it is also inseparable from what is called Education and Training (Diklat), which basically has a different meaning, but has the same goal, namely to improve work abilities.

By paying attention to these educational factors, the Riau Islands Provincial Personnel and Human Resources Development Agency can strengthen education and training programs to ensure that employees have the knowledge and skills necessary to carry out their duties. This may include:

1. Encourage employees to complete formal education programs that are relevant to their field of work, such as a bachelor's or master's degree.

2. Provide access to training programs and non-formal courses that are relevant to their field of work.
3. Offer regular continuing education programs to help employees continually update their knowledge and skills. Dalam hal ini, Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Provinsi Kepulauan Riau dapat memastikan bahwa pegawai memiliki keterampilan dan pengetahuan yang diperlukan untuk bekerja secara efektif, dan juga dapat membantu dalam meningkatkan kualitas layanan yang diberikan oleh lembaga tersebut.

The Riau Islands Province Personnel and Human Resources Development Agency has an important role in ensuring that employees have the skills and knowledge necessary to work effectively. In this case, the Riau Islands Province Personnel and Human Resources Development Agency can design training and education programs that suit employee needs. These programs should be designed to ensure that employees have the skills and knowledge necessary to perform their duties well and to increase work productivity and efficiency.

Formal education, non-formal training, and continuing education are some examples of programs that can help employees improve their skills and knowledge. In addition, the Riau Islands Province Personnel and Human Resources Development Agency can also ensure that employees have access to relevant and up-to-date information and resources, such as books, journals and online databases. In this way, the Riau Islands Provincial Personnel and Human Resources Development Agency can ensure that employees have the skills and knowledge necessary to work effectively and meet increasingly complex job demands. This will help the institution to improve the quality of services provided and achieve the set strategic goals.

Analysis of Experience Factors on employee competency in employees of the Riau Islands Province Personnel and Human Resources Development Agency

According to Suhendar (2003:62-64) Experience is related to intensity and time, where through a series of experiences it is hoped that you can further improve your competence or ability in carrying out organizational tasks. Through long experience, it can provide maturity or maturity (proficient) in facing and overcoming problems that may be more or less the same in the past successfully or what is called copying. However, experience, which is generally related to years of work, cannot be a guarantee for someone to improve their abilities or skills

Through long and varied work experience, an employee can develop maturity or maturity (proficiency) in facing and overcoming problems that arise in his work. The experience they have will enable employees to make better and more appropriate decisions, and complete tasks more effectively and efficiently.

In this case, copying or the ability to successfully overcome similar problems in the past can also increase employee self-confidence and sense of competence. When employees experience similar problems in the future, previous experience can help them resolve the problem more easily and quickly.

Work experience is also an important factor that influences employee competency at the Riau Islands Province Personnel and Human Resources Development Agency. Work experience provides opportunities for employees to develop skills, knowledge and abilities that are relevant to the duties and responsibilities they carry out.

In this case, employees who have sufficient work experience in the field of employee transfer or human resource management, have an advantage in dealing with complex situations and challenges that arise in daily work. Employees with sufficient work experience can have the ability to carry out better analysis, make the right decisions, and carry out tasks more effectively and efficiently. However, just having sufficient work experience is not enough to guarantee the success and effectiveness of employees in carrying out their duties. Quality experience is also required, consisting of diverse, broad and relevant work experience, so that employees have the ability to overcome problems that arise and complete tasks well.

It is also important for the Riau Islands Provincial Personnel and Human Resources Development Agency to provide opportunities for employees to continue to develop their work experience by providing more challenging assignments, strategic projects, or training and

courses that are relevant to their duties. Thus, the work experience factor can greatly influence the competency of employees at the Riau Islands Province Personnel and Human Resources Development Agency, and it is important for institutions to provide support and opportunities to develop their work experience in order to increase the effectiveness, efficiency and quality of services provided by employees.

Skill Factor Analysis of employee competency in employees of the Riau Islands Province Personnel and Human Resources Development Agency

Skills relate to mechanical or motor abilities, namely the physical ability to operate technological devices used in organizations to support the implementation of tasks more efficiently and effectively to achieve goals. These skills are obtained from experience as well as education and training.

Skills greatly influence the competency of employees at the Riau Islands Province Personnel and Human Resources Development Agency. These skills must be appropriate to the employee's duties and can be divided into two types: technical skills (related to specific tasks) and non-technical skills (interpersonal and communication skills). Technical skills involve tasks such as data analysis and database management, while non-technical skills include the ability to communicate, work in a team, and time management.

Good technical and non-technical skills can increase employee effectiveness and efficiency in carrying out their duties. Employees who have good technical skills can complete specific tasks quickly and accurately, while employees who have good non-technical skills can build good relationships with colleagues and clients.

The Riau Islands Province Personnel and Human Resources Development Agency needs to ensure employees have the skills appropriate to their duties. This can be achieved through internal and external training as well as providing relevant certification opportunities. It is important for these institutions to provide support and opportunities for employees to develop their skills. This will directly increase the effectiveness, efficiency and quality of services provided by employees, which will ultimately support the achievement of organizational goals better. Thus, investing in developing employee skills is a very valuable step for the Riau Islands Province Personnel and Human Resources Development Agency.

Skill factors have a big influence on employee competency. The skills possessed by employees can improve the quality and productivity of work, as well as ensure that the tasks given can be completed well and on time. Employees who have good technical skills can maximize the use of tools or technology needed in their work tasks, thereby increasing work effectiveness and efficiency. In addition, technical skills also allow employees to better adapt to changes in technology or tasks that develop over time.

Good non-technical skills can help employees build positive relationships with co-workers, strengthen teams, and improve performance which ultimately can improve the quality of services provided. In this case, institutions can improve employee skills in various ways, for example through training and skills development programs, and providing opportunities for employees to take training and certification that is relevant to their duties. In addition, institutions can also consider allocating adequate resources for employee skills development

By improving employee skills, institutions can improve the quality of services provided, increase public trust and improve the institution's reputation in the eyes of the public. Therefore, the skill factor is very important in influencing employee competency at the Riau Islands Province Personnel and Human Resources Development Agency

Expertise Factor Analysis of employee competency in employees of the Riau Islands Province Personnel and Human Resources Development Agency

Skills are the result of developing psycho-motor functions which can be obtained through education and experience. The skills here are very broad, because they not only involve mechanical/motor skills, but also psychic abilities. At the educational level, expertise is generally academic or diploma which is involved in operational technical problems in a very specific field of work.

The expertise factor has a very big influence on employee competence. This is because the expertise factor includes the knowledge, skills and work experience possessed by employees. The higher the employee's expertise, the better the employee's competence. In the context of the Riau Islands Province Personnel and Human Resources Development Agency, relevant skill factors include formal education, training or certification, work experience, technical abilities and interpersonal skills. If employees have a higher level of education, have undergone appropriate training or certification, have extensive work experience, and have good technical and interpersonal skills, then they tend to have better competencies as well.

When analyzing skill factors on employee competency, statistical methods such as regression analysis are usually used. The results of regression analysis can provide information about how much influence skill factors have on employee competency. If the results of the analysis show that the skill factor has a significant influence on employee competency, then the organization can consider increasing employee skill factors through appropriate training or certification.

In conclusion, it can be said that the expertise factor is very important in determining employee competency. Therefore, organizations must pay attention to skill factors in selecting, developing and assessing employees. In this way, organizations can ensure that the employees they have have the appropriate level of competency and can make maximum contributions to the organization.

Analysis of Creativity Factors on employee competency in employees of the Riau Islands Province Personnel and Human Resources Development Agency

Creativity is a mental attitude of a person who always wants to create new things in order to succeed in the organizational tasks assigned to him. Creativity also reflects the ability to try to get new ideas/ideas/concepts/ways to support the achievement of better goals.

The creativity factor is a very important factor in determining employee competency. A high creativity factor can increase employees' ability to solve problems, generate new ideas, and adapt to environmental changes. Creativity is the ability to produce innovative new ideas, creative solutions to problems, and the ability to adapt to environmental changes. Employees who have high creativity tend to have the ability to solve problems in innovative ways, generate new ideas that can help the organization achieve its goals, and adapt to an ever-changing environment.

In a highly competitive and ever-changing work environment, creativity is the main key in achieving competitive advantage. Therefore, organizations must pay attention to creativity factors in selecting, developing and assessing employees. In this way, organizations can ensure that the employees they have have high creative abilities and can help the organization achieve its goals.

In general, employees in the transfer sector should have carried out work based on existing implementation instructions and technical instructions efficiently and effectively. Implementation instructions and technical instructions are guidelines or instructions issued by agencies or organizations to regulate the procedures or procedures for carrying out tasks that must be carried out by employees. These instructions aim to ensure that tasks are carried out consistently, efficiently and effectively.

If employees in the transfer sector have carried out work based on existing implementation instructions and technical instructions efficiently and effectively, then the mutation process can be carried out well, so that it can help ensure efficiency and effectiveness in the personnel management process. However, if employees do not follow the existing implementation instructions and technical instructions, this can hamper the transfer process and potentially cause problems in personnel management.

Models and Components that Influence Employee Work Competence

The work competency model for employees of the Riau Islands Province Personnel and Human Resources Development Agency (BKPSDM) can be created through the following stages:

- Identify employee duties and responsibilities: The first step in creating a work competency model is to identify the duties and responsibilities of employees at the Riau Islands Province Personnel and Human Resources Development Agency. This can be done by compiling a list of employee duties and responsibilities according to the position held.
- Identify required competencies: After knowing the employee's duties and responsibilities, the next step is to identify the competencies needed to complete these tasks. Competencies can be divided into three categories, namely technical competencies, behavioral competencies, and managerial competencies.
- Validate the competency model: After determining the required competencies, the next step is to validate the competency model. This is done by involving employees and leaders in assessing and verifying the competency model.
- Employee training and development: Once the competency model is approved, the next step is to implement an employee training and development program. Training and development can be carried out to develop lacking competencies or improve the quality of existing competencies

By having a clear work competency model, the Riau Islands Provincial Personnel and Human Resources Development Agency can ensure that every employee has the abilities and qualifications needed to complete their duties and responsibilities effectively and efficiently. Apart from that, the work competency model can also be used as a tool to evaluate employee performance and provide constructive feedback

The performance competency model can be an effective tool in evaluating employee performance. Performance evaluation is a process for assessing the extent to which an employee has achieved the work goals and performance targets that have been set. The purpose of a performance evaluation is to provide feedback to employees regarding their performance and to help identify areas where improvement is needed.

The performance competency model is a framework used to describe the skills, knowledge, and attitudes needed by an employee to be successful in their job. This model can help organizations determine objective and specific criteria for assessing employee performance. By using the performance competency model, performance evaluation can be carried out in a more structured and systematic manner.

In conducting performance evaluations using the performance competency model, employees will be evaluated based on their ability to meet predetermined performance standards. This evaluation includes an assessment of the skills, knowledge, and attitudes required in their job, as well as their ability to achieve performance targets and meet work goals.

The performance competency model also allows performance evaluation to be carried out more objectively and measurably, because the assessment criteria have been previously determined. This can help avoid subjective or unfair assessments. Thus, the performance competency model can be a very effective tool in evaluating employee performance, because it allows for a more objective, structured and systematic performance assessment.

CONCLUSION

Based on the results and discussion of this research, it can be concluded that the findings of this research reveal that there are several factors that can influence the work competence of employees in government agencies, especially in the field of employee transfers at the Riau Islands Province Personnel and Human Resources Development Agency. Some of these factors include:

1. Education and training: The level of education and training received by employees can influence their work competency. Adequate education and

training can improve employees' skills, knowledge and abilities in carrying out their duties and responsibilities.

2. Work experience: Work experience can also influence employee work competence. Broad and varied work experience can help employees deal with complex problems or situations.
3. Motivation: Employee motivation can influence their performance. If employees feel motivated, they tend to work better and produce better results.
4. Work environment: A conducive work environment can influence employee performance and motivation. If the work environment is comfortable, safe and supportive, employees will be more motivated and effective in carrying out their duties.
5. Organizational policies: Clear, consistent and fair organizational policies can influence employee performance and motivation. If organizational policies support and motivate employees, they will be more motivated and effective in carrying out their duties.
6. Leadership: Good leadership can influence employee performance and motivation. If leaders can motivate and provide clear direction, employees tend to work better and produce better results.
7. Work facilities and facilities: Adequate work facilities and facilities can influence employee performance. If the work facilities and facilities provided are adequate and complete, employees can work more effectively and efficiently.

REFERENCE

- Andratama, 2007. *Dinamika Tingkah Laku Kelompok Kecil*, Jakarta: Ghalia Indonesia.
- Arikunto, Suharsimi. 2006. *Prosedur Penelitian: Suatu Pendekatan Praktik*. Jakarta: Rineka Cipta.
- Dessler, Gary. 2007. *Manajemen Sumber Daya Manusia (Edisi Kesepuluh Jilid 2)*, Jakarta: PT. Indeks.
- Dharma, Surya. 2005. *manajemen kinerja*. Yogyakarta: Pustaka Pelajar.
- Gie, Theziang, 2006. *Administrasi Perkantoran Modern*, Jakarta: CV Nur Cahaya.
- Gunarsa, Singgih, 2007. *Perkembangan Mental Manusia (Sepanjang Rentang Kehidupan)*, Yogyakarta: BPK-GM.
- Harsono. 2010. *Perencanaan Kepegawaian*. Bandung: Fokus Media.
- Hikmat, Harry, 2008. *Teori Perubahan Dalam Dinamika Pembangunan*, Jakarta: Ghalia Indonesia.
- Kountur, Ronny. 2007. *Metode Penelitian Untuk Penulisan Skripsi dan Tesis*. Jakarta: Penerbit PPM.
- Moleong, Lexy J. 2004. *Metodelogi Penelitian Kualitatif Edisi Revisi*. Bandung. Remaja Rosda Karya.
- Ndraha, Taliziduhu. 2005. *Metodologi Ilmu Pemerintahan*. Jakarta : Rineka Cipta.
- . 2003. *Kybernologi (Ilmu Pemerintahan Baru) jilid 1*. Jakarta : PT. Rineka Cipta.
- Mangkunegara, Anwar Prabu. 2005. *Evaluasi Kinerja SDM*. Bandung: PT. Refika Aditama.
- Rasyid, Ryass. 2005. *Pemerintahan Yang Amanah*. Jakarta: Binarena Pariwisata.

- Ruky, Ahmad. 2003. *SDM Berkualitas Mengubah Visi Menjadi Realitas*. Jakarta: PT. Garamedia Pustaka Utama.
- Sudarmanto. 2009. *Kinerja dan Pengembangan Kompetensi SDM*. Yogyakarta : Pustaka Pelajar.
- Sugiyono, 2015. *Metode Penelitian Administrasi Edisi Cetakan Ke-IX*. Bandung: Alfabeta.
- Suhendar dan Carolina, 2003. *Membina Hubungan Kerja yang Berkompetensi Edisi Revisi*. Jakarta: Balai Pustaka.
- Syafiie, Inu Kencana. 2004. "*Filsafat Pemerintahan*" mencari bentuk *good govermen yang sebenarnya*. Jakarta : CV. Mandar maju.
- Tangkilisan, Hessel Nogi. 2005. *Manajemen Publik*. Jakarta: Grasindo.
- Widoyoko, Eko Putro. 2014. *Teknik Penyusunan Instrumen Penelitian*. Yogyakarta : Pustaka Pelajar.
- Yatim, Riyanto. 2010. *Metodologi Penelitian Pendidikan*. Surabaya : Penerbit SIC.