



ANALYSIS OF BUREAUCRATIC REFORM WITH IMPLEMENTATION OF EMPLOYEE DISCIPLINE, COMPETENCY, AND ORGANIZATIONAL CULTURE OF THE MINISTRY OF EDUCATION, CULTURE, RESEARCH, AND TECHNOLOGY AT THE OFFICE OF THE ELECTRIC TEACHERS CENTER OF SOUTHEAST SULAWESI PROVINCE

Harianto¹, Abdul Azis Muthalib², Muh. Nur³

Author Details

¹ Magister of Management Program of STIE Enam Enam Kendari, Indonesia.

² Faculty of Economics and Business, Halu Oleo University, Indonesia.

³ Magister of Management Program of STIE Enam Enam Kendari, Indonesia.

ABSTRACT

This study aims to analyze and describe the implementation of bureaucratic reform by implementing employee discipline, competence, and organizational culture of the Ministry of Education, Culture, Research, and Technology at the Balai Guru Activator Office of Southeast Sulawesi Province. Data were collected from 10 employees as informants using interviews, observation, and documentation. Sampling method using purposive Sampling. Methods of data analysis using Interaction Analysis.

The research results show that: (1) bureaucratic reform at the Southeast Sulawesi Province Mobilizing Teacher Centers was carried out through improvement and management of the work system and apparatus resources, (2) employee discipline at the Southeast Sulawesi Province Mobilizing Teacher Centers was in good condition with the level of compliance with applicable regulations, attendance according to working hours and employees have demonstrated honest, thorough and enthusiastic behavior in carrying out their duties, (3) the competence of employees at the Central Sulawesi Movement Teacher Center of Southeast Sulawesi Province is good, namely having knowledge, skills, and work attitudes that are under their duties and positions, (4) the organizational culture at the Central Sulawesi Movement Teacher Center is the values of the Ministry of Education and Culture including integrity, creative and innovative, initiative, learner, uphold meritocracy, actively involved and selfless.

Keywords: *Bureaucratic Reform, Employee Discipline, Competence, and Organizational Culture*

INTRODUCTION

Human resources are a very important asset for a nation because the progress and development of a nation are largely determined by the quality of its human resources. The wheels of government are run by apparatus resources to carry out governmental tasks to realize an effective and efficient government that refers to the principles of good governance.

The bureaucratic reform that is currently being intensified by the government is in the context of realizing good governance or good governance starting from the human resources of the apparatus which must be properly organized and managed to create human resources for the apparatus or State Civil Apparatus (ASN) who have discipline. Work and competence. Next is institutional or organizational governance which is a place or place for apparatus resources to work.

The government's efforts to carry out bureaucratic reform for the state civil apparatus apart from through stricter enforcement of discipline are also through competency-based employee management or management. In central government organizations or agencies, the application of a remuneration system or performance allowance is currently based on competency-based position classes and is no longer based on class. So do not be surprised at the central agency currently there are employees with a high rank but with a class or low grade. On the other hand, there are employees with a low class but with a high position class, this is because the employee has good competence.

According to Wibowo (2016: 271) that what is meant by competence is the ability to carry out or carry out a job and task that is based on skills and knowledge and is supported by the work attitude demanded by the job. Even now, when recruiting civil servants, they consider job analysis based on competency.

The democratic reform which is also important is institutional or organizational bureaucratic reform. Institutional bureaucratic reform aims to create an organizational culture that is under the ideals of the reform itself and supports the acceleration of effective and efficient governance. According to Sudaryono (2017) that organizational culture is the values that are agreed upon and obeyed by all members of the organization who are dynamic and able to increase productivity or organizational performance.

Balai Guru Mobilization of Southeast Sulawesi Province as one of the work units of the Ministry of Education, Culture, Research and Technology which was founded in 2017 has a strategic task and role in implementing government programs in the field of education services, especially the quality of teacher human resources starting from Kindergarten, Elementary School, SMP, SMA and SMK and SLB in Southeast Sulawesi. One of the central government programs through the Ministry of Education and Culture is the Mobilization School Program (PSP), the Mobilizing Teacher Education Program, and the implementation of the independent curriculum.

The values of discipline, competency, and employee integrity are all hallmarks of the organizational culture at the Balai Guru Activator of the Province of Southeast Sulawesi. The values espoused in the organization are very visible and felt when the community performs services at the Southeast Sulawesi Provincial Teacher Training Office which is free from corruption, collusion, and nepotism practices. This is in line with the spirit of bureaucratic reform from the Ministry of Education, Culture, Research, and Technology to make all work units of regional office work units become Corruption Free Areas (WBK).

Based on the empirical phenomena described above, the authors are intrigued to explore more deeply how bureaucratic reform is through the application of employee discipline, competence, and organizational culture of the Ministry of Education, Culture, Research, and Technology in the Office of the Central Sulawesi Teacher Mobilization Office. Several reasons prompted the author to conduct research with the title "Analysis of bureaucratic reform with the Application of employee discipline, competence and organizational culture of the Ministry of Education, Culture, Research, and Technology in the Office of the Central Sulawesi Teacher Mobilization Office". The reason the author is interested in raising this topic is First, ASN is one of the elements that play a very important role in the implementation of the central government's program in the field of education at the Central Sulawesi Movement Teacher Training Center. Second, employee discipline in carrying out tasks that are sometimes not on time, so it is feared that it will have an impact on delays in administrative services and other educational services to the community.

LITERATURE REVIEW

Bureaucratic Reform

Bureaucratic reform consists of two words, namely reform, and bureaucracy according to kbbi.kemdikbud.go.id in the Big Indonesian Language Dictionary (KBBI) is a renewal movement launched by certain forces in society as a total and fundamental correction to ongoing power based on moral considerations, political, economic and social. In general, it can be interpreted as a system change. The bureaucracy according to language

Permenpan Number 20 of 2010 Concerning the 2010–2014 Bureaucratic Reform Road Map, namely developing basic values that underlie the quality of state civil apparatus resources, namely 1) Integrity, prioritizing commendable behavior, discipline and dedication; 2) Professional, completing tasks properly, thoroughly, according to competence (expertise); and 3) Accountable, responsible for the task properly, in terms of process and results. These values are the goals of bureaucratic reform and are expected to be able to overcome various accountability problems.

Work Discipline

According to Sutrisno (2019: 86) what is meant by discipline is an attitude of willingness and willingness of a person to obey and comply with the regulatory norms that apply around him. Good employee discipline will accelerate the achievement of company goals while declining discipline will become a barrier and slow down company achievement.

According to Hasibuan, Melayu (2006:193) Good discipline reflects the magnitude of a person's sense of responsibility for the tasks assigned to him. This encourages work passion, morale, and the realization of company, employee, and community goals. Therefore, every leader always tries to make his subordinates have good discipline. Maintaining and improving good discipline is a difficult thing because many factors influence it.

For civil servants, there are government regulations that strictly regulate the prohibitions and obligations of civil servants. According to Government Regulation Number 53 of 2010 concerning Discipline for Civil Servants Chapter I General Provisions, Article 1 is the ability of Civil Servants to comply with obligations and avoid prohibitions specified in statutory regulations and/or official regulations which, if not complied with or violated, are subject to disciplinary punishment. Therefore, it is mandatory for civil servants to always obey the applicable laws and regulations.

Competence

Competence is a basic characteristic of a person's (individual) that influences the way (individual) that influences the way of thinking and acting, making generalizations to all situations encountered and lasting long enough in humans (Ruky, Ahmad S, 2006). Miyawaki in Mohd Noor KB & Dola (2009:228) defines "competency includes the aptitude necessary to enhance basic abilities and to raise job performance to a higher level". This definition explains that competence can be defined as the talent needed to improve basic abilities and to improve performance to a higher level.

Furthermore, according to Sutrisno, Edy (2010: 202) states that etymologically, competence is defined as a behavioral dimension of expertise or superiority of a leader or staff having good skills, knowledge, and behavior. The definition of competence according to Sedarmayanti (2007: 126) states that competency (competence) is a fundamental characteristic possessed by someone who has a direct influence on or can predict excellent performance. In other words, competence is what outstanding performers do more often, in more situations, with better results than what policy raters do.

Meanwhile, according to Stephen Robbin (2002: 38), that competence is "the ability (ability) or a person's capacity to do various tasks in a job, where this ability is determined by 2 (two) factors, namely intellectual ability and physical ability.

Organizational culture

According to Sudaryono (2014) that organizational culture is the values that are agreed upon and obeyed by all members of the organization that are dynamic and capable of increasing organizational productivity. Meanwhile, according to Syamsudin, Acep (2016) said that organizational culture is a value system shared by the entire organization. This value system will later become a characteristic that is attached to the organization which is a differentiator from other organizations.

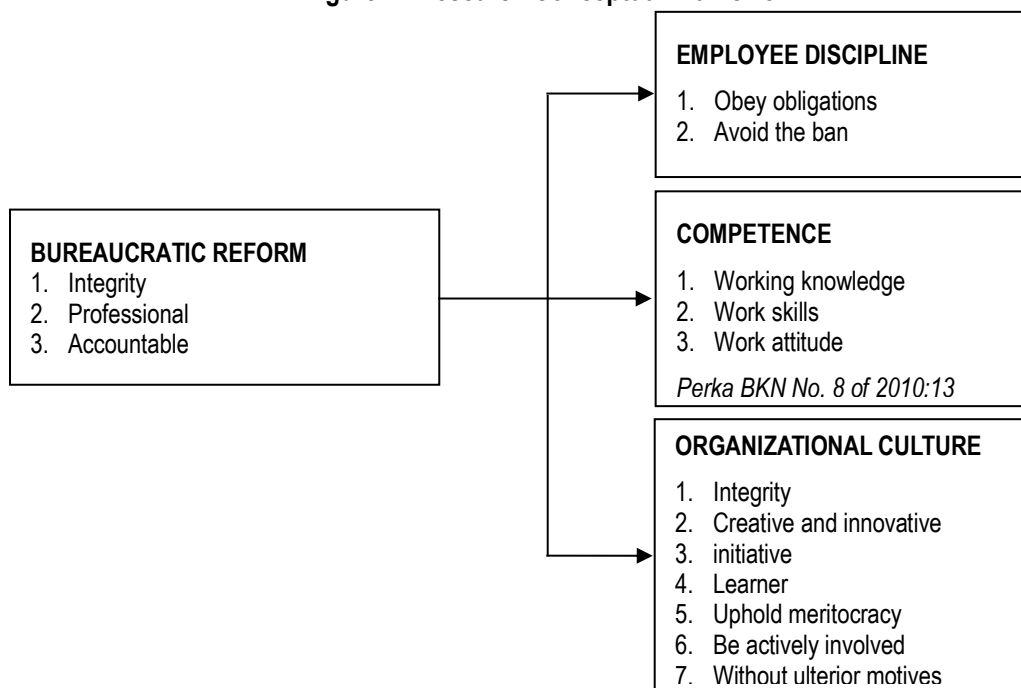
According to Rivai and Mulyadi (2012: 374) state that organizational culture is a framework that guides daily behavior and makes decisions for employees and directs their actions to achieve organizational goals. According to Fahmi Irfham (2017: 117) that organizational culture is the result of the process of fusing the cultural and behavioral styles of each individual previously brought into a new set of norms and philosophies, which have group energy and pride in dealing with something and certain goals.

Furthermore, according to Torang, Syamsir (2014: 106) organizational culture can also be said to be a habit that continues to be repeated and becomes a value and lifestyle by a group of individuals in an organization which is followed by the next individual. Meanwhile according to Effendy (2015: 8) that organizational culture is defined as norms, values, assumptions, beliefs, philosophies, organizational habits, and so on which were developed over a long time by the founders, leaders, and members of the organization which are socialized and taught to new members and applied in organizational activities in producing products, serving consumers, and achieving organizational goals.

Conceptual Framework

The conceptual framework that underlies this research is the extent to which bureaucratic reform is carried out through work discipline, competence, and organizational culture in the Office of the Central Sulawesi Teacher Mobilization Office as one of the work units of the Ministry of Education, Culture, Research and Technology in Southeast Sulawesi. PAN-RB Regulation Number 20 of 2020 concerning the 2010-2014 Bureaucratic Reform Road Map, which is the reference and grand design for implementing bureaucratic reform, namely an overall change in governance and the paradigm of the government system which includes integrity, professionalism, and accountability.

Figure 1. Research Conceptual Framework



RESEARCH METHODS

Research design

This type of research is qualitative research through a case study approach by trying to carry out a descriptive data study which will be outlined in the form of a report or description. The definition of qualitative research according to Arikunto Suharsimi (2010: 12) is naturalistic research. Naturalistic means that the implementation of this research does occur naturally, as it is, in normal situations that are not manipulated by circumstances and conditions, and emphasizes natural descriptions.

Research Informants

The main tool for data collection in this study was interviews conducted with informants. The informant collection technique in this study used a purposive sampling technique. The purposive sampling technique is used with the following considerations:

1. Informants are people who know about bureaucratic reform, work discipline, competence, and organizational culture at the Center for Mobilization Teachers in Southeast Sulawesi Province.
2. Informants are willing to voluntarily provide information about the data needed by researchers.

The informants for this study consisted of key informants namely the Head of Balai, the Head of TU Subdivision, Widyaprada Functional Personnel, and Personnel Implementing Staff at the Southeast Sulawesi Province Mobilizing Teacher Center, so immediately the authors conducted interviews to dig deeper information about bureaucratic reform on work discipline, competence, and organizational culture.

Technique Data Collection

The methods or techniques of data collection in this study are:

1. Interview
The interview is a method for collecting data through questioning one-sidedly which is done systematically and is based on investigation, generally two or more people are physically present in the debriefing process. In carrying out the interviews, the researcher used an unstructured in-depth interview method. According to Sugiyono (2012: 316) that in-depth interviews are unstructured as a way of obtaining information from all informants, but the wording and order are adapted to the characteristics of each informant, are flexible, the arrangement of questions and the wording of each question can be changed during the interview.
2. Observation
Observation is a method for obtaining data by looking directly at the research location and observing the processes that occur related to the bureaucratic reform of work discipline, competence, and organizational culture at the Central Sulawesi Teacher Mobilization Center. According to Sugiyono (2012: 309), that observation is the activity of focusing attention on an object by using all the senses.
3. Documentation
Documentation is a technique used to collect data through searching and collecting documents such as regulations or books related to the object of research. The documentation method is used to obtain data relating to employee discipline, competence, and organizational culture.

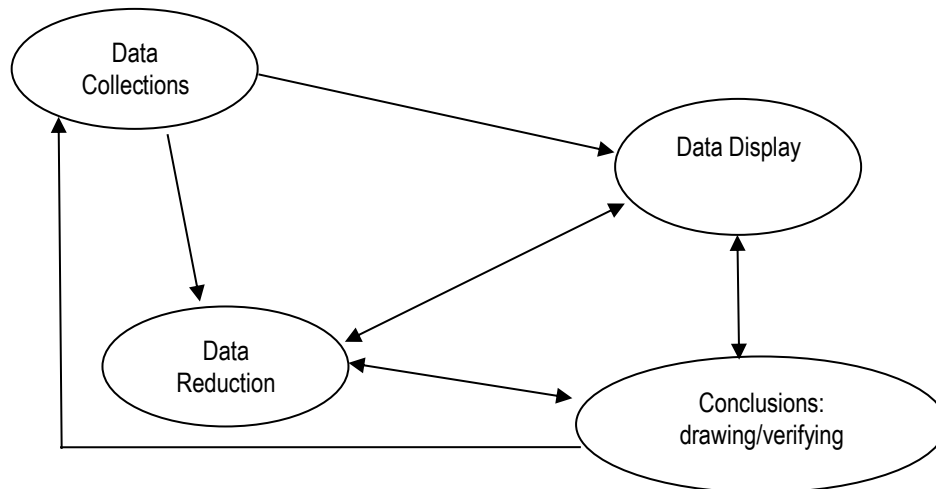
Data Analysis Technique

According to Sugiyono (2012: 333) that data analysis is the process of searching and systematically compiling data from interviews, observations, and documentation by organizing data into categories, describing and choosing which ones are important to learn, and making conclusions so that they are easily understood by others.

The data analysis technique used in this study is the interaction analysis model. Miles and Huberman

(1984), argued that activities in qualitative data analysis are carried out interactively and continuously until completion so that the data is saturated. The measure of data saturation is indicated by the absence of new data or information. The stages of the interaction analysis model are data collection, data reduction, data display, and conclusion..

Figure 2. Components in Data Analysis (Interactive model)



RESEARCH RESULT AND DISCUSSION

Characteristics of Informants

Characteristics of informants in this study include age, gender, level of education, and years of service of employees.

Age

Currently, the number of employees (PNS) at the Central Sulawesi Movement Teacher Training Center is 49 people with ages ranging from 31 to 59 years. For more details, see Table 1 below:

Table 1. Characteristics of Informants by Age

NO	Age Group (Year)	Informant (Person)	Percentage (%)
1	31–40	9	18
2	41–50	16	33
3	51–60	24	49
AMOUNT		49	100

Source: Primary data processed in 2022

The data in Table 1 shows that most age of employees is between 51-60 years of age with 24 people or 49 percent followed by ages 41-50 with 16 people or 33 percent. Furthermore, employees aged 31-40 years are only 9 people, or 18 percent.

Gender

Furthermore, the results of the study obtained the distribution of employees at the Southeast Sulawesi Provincial Mobilization Teacher Center according to gender which can then be seen in Table 2 as follows:

Table 2. Characteristics of Informants by Gender

No	Gender	Informant (person)	Percentage (%)
1	Man	29	59,2
2	Woman	20	40,8
Amount		49	100

Source: Primary data processed in 2022

Based on the data in Table 2 above, shows that most employees, namely 29 people or 59.2 percent (employees), are male, while female employees are 20 people, or 40.8 percent of all (employees).

Level of Education

Characteristics of employees according to an educational level according to the research results obtained that the education level of employees at the Central Sulawesi Province Mobilization Teacher, namely Doctor, Masters and Bachelors and High School. Furthermore, the results of the characteristics of informants by education level can be seen in Table 3 as follows:

Table 3. Characteristics of Informants by Education Level

No.	Level Education	Informant (person)	Percentage (%)
1	Doctor (S3)	1	2.0
2	Masters (S2)	15	31.0
3	Bachelor Degree)	28	57.0
4	High School	5	10.0
Amount		49	100

Source: Primary data processed in 2022

Based on Table 3 shows that the educational level of employees at the Central Sulawesi Movement Teacher Training Center is 28 bachelor (S1) or 57.0 percent and 15 masters (S2) or 31.0 percent and 5 high school graduates. or 10.0 percent and employees with the highest Doctoral Education (S3) of 1 person or 2.0 percent of the total number of employees.

Tenure Rate

The characteristics of the informants, namely employees according to the level of work experience based on the years of service of employees at the Central Sulawesi Teacher Mobilization Center, are under the results of the research that found that the working period of employees at the Central Teacher Training Center of Southeast Sulawesi Province is between 1 and 40 years. The following table shows the characteristics of informants based on years of service.

Table 4. Characteristics of Informants by Years of Service

No.	Years of service	Informant (person)	Percentage (%)
1	1 – 10 Years	12	24.5
2	11 – 20 Years	17	34,7
3	21 – 30 Years	13	26.5
4	31 – 40 Years	7	14,3
Amount		49	100

Source: Primary data processed in 2022

Based on Table 4, shows that the level of working period of employees at the Central Sulawesi Movement Teacher Training Center is 17 people or 34.7 percent with a working period of 11-20 years. Then employees with a working period of 21-30 years are 13 people or 26.5 percent. Then employees with tenure between 1-10 years are 12 people or 24.5 percent and employees with tenure between 31-40 are 7 people or 14.3 percent.

Bureaucratic Reform

Based on the results of the study, it was shown that the reform of the bureaucratic bureaucracy in the office of the Balai Guru Activator of the Province of Southeast Sulawesi was through the application of employee discipline, competence, and organizational culture. The bureaucratic reform carried out at the Southeast Sulawesi Provincial Mobilization Teacher Center through improvements and management of a simpler, flexible, and accountable work system through the implementation of a digitalization system. Bureaucratic reform is also carried out through human resource management, namely by creating employees who have integrity, are professional, and are accountable. This is in line with government policy namely Government Regulation (PP) number 81 of 2010 concerning Grand Design of Bureaucratic Reform 2010-2025. This regulation is the basis for each work unit in carrying out bureaucratic reform, in which one of the fundamental changes in the regulation is the culture of the apparatus, which includes integrity, professionalism, and accountability.

The results of the study also show that the integrity of employees in providing educational services to the community is very good, this is supported by forming an internal team that specifically handles this, the Corruption-Free Area and Clean Serving Area Integrity Zone team abbreviated as ZIWBK/WBM. The formation of the team is stated in the Decree of the Head of Balai which is updated every year. The basis for forming the team is Permenpan number 10 of 2019. In addition to the integrity of fundamental bureaucratic reform, which is about professionalism, employees of the Southeast Sulawesi Profession Mobilization Teacher Center are required to be professional. The results of the study show that the employees of the Balai Guru Penggulung, Province of Southeast Sulawesi are quite professional where all work is carried out in an application-based professional manner starting from the application of letters or SINDE. Applications for recording attendance or attendance and so on.

Employee Discipline

Work discipline is behavior that is the obligation of employees, violations of work discipline can be subject to disciplinary sanctions ranging from mild, moderate to severe. Based on the results of the study, shows that the level of discipline of employees at the Balai Guru Activator Office in Southeast Sulawesi Province is very good. In general, employees have complied with the regulations on working hours or regulations that apply in the office. Employees have worked honestly, carefully, and enthusiastically for the benefit of the State.

During the establishment of the Balai Guru Activator office, no disciplinary violations were found by employees. No data were found regarding violations of employee discipline. All services provided to the

community at the Southeast Sulawesi Provincial Mobilization Teacher Center are free of charge, there are no fees for services or gratuities for the services provided. This is because employees at the Southeast Sulawesi Provincial Mobilization Teacher Center besides getting a salary, also receive a performance allowance that is quite large according to their class of position. This means that employees are prosperous enough so that corrupt practices can be avoided.

All employees who work are prohibited from receiving rewards, or gratuities for their duties and work. This is under Government Regulation Number 94 of 2021 concerning the discipline of civil servants. The regulation explains that employee discipline is behavior or actions that reflect employee obedience and compliance with every order and prohibition that applies both written and unwritten according to the applicable laws and regulations.

Employee Competency

The implementation of bureaucratic reform in the work environment of the Southeast Sulawesi Provincial Mobilization Teacher Center is also carried out through employee competencies which include work knowledge, work skills, and work attitudes. The results of the study show that in terms of work knowledge in general, employees have good working knowledge, this is indicated by the level of understanding of employees towards their respective duties and jobs. This is of course very commonplace because civil servants carry out their daily routine work so that they become proficient and understand their duties and work.

The competency of the employees of the Central Sulawesi Movement Teacher Training Center, seen from work skills, is also good where working employees already have skills that support their daily tasks and work. The skills of these employees are very closely related to employee positions, for example in the correspondence section with the position of administrator of correspondence, employees have skills in operating computers and mail applications, so in the personnel department with the position of personnel manager, employees have skills in operating computers and staffing applications. Likewise, employees with the position of learning technology developer also have the skills to master computers and Google devices, and they also have an internationally recognized Google Master certificate.

Organizational Culture

Based on the results of the research, shows that the organizational culture in the Southeast Sulawesi Provincial Mobilization Teacher Center is inseparable from the values espoused by the Ministry of Education and Culture, namely having integrity, creativity and innovation, initiative, learner, upholding meritocracy, actively involved and selfless. The organizational cultural values in the Southeast Sulawesi Province Mobilizing Teacher Center are characteristic, which can be seen from the integrity of employees, namely, employees are prohibited from accepting bribes or gifts from services provided to the community. This was strengthened by the establishment of an internal team of Corruption-Free Area Integrity Zones and Clean Serving Areas. The team is tasked with ensuring that the working area of the UPT BGP Southeast Sulawesi Province is free from corruption.

Creative and innovative values are shown by the existence of a podcast social media channel and YouTube channel as well as the BGP Southeast Sulawesi Province website to provide extensive information about education in Southeast Sulawesi. Podcast media also presents figures from Southeast Sulawesi to become guest stars or resource persons with other interesting topics and themes. So the creativity and innovation that are developed are related to digital innovation. The cultural values instilled in employees are the cultural values of learners, actively involved, and selfless.

Research Limitations

Based on the results of the analysis and the author's view of the results of this study, there are several limitations and are a concern for future researchers in further perfecting their research because this research itself certainly has deficiencies that need to be continuously improved in subsequent studies. Some of the limitations of this study include:

1. The number of informants who became informants was very small, so it was still insufficient to describe the real situation.

2. The research object was only focused on one UPT, namely the Southeast Sulawesi Province Mobilizing Teacher Center, while there were still 2 UPTs of the Ministry of Education and Culture which were not used as research objects by the author.
3. In the data collection process, the information provided by informants through interviews sometimes did not show the actual opinions of informants, this happened because sometimes different thoughts, assumptions, and understandings were different for each informant, as well as other factors such as honesty in giving opinions in interviews.

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the analysis of research results and discussion of the analysis of bureaucratic reform with the application of employee discipline, and competence, the following conclusions can be drawn:

1. Bureaucratic reform at the Southeast Sulawesi Provincial Mobilization Teacher Center was carried out by improving, and managing the work system and apparatus resources, namely with a simple and flexible digital and online application-based work system. Meanwhile, the management of apparatus resources is carried out by establishing a work environment that is free from corruption, namely zones of integrity, corruption-free areas, and clean service areas.
2. The work discipline of employees at the Central Sulawesi Mobilization Teacher Center is in good condition with the level of compliance with applicable regulations, attendance according to working hours, and employees have shown honest, thorough, and enthusiastic behavior in carrying out state service duties and have also not violated the law such as committing corruption or asking for compensation for services provided to the community.
3. The competence of employees at Balai Guru Activator is also good according to their duties and work. Employees have good knowledge, skills, and work attitudes. Knowledge is shown by employees by understanding their work, while work skills are shown by the ability of employees to operate work equipment such as computers and other digital-based applications online, being able to use Chrome Book devices such as Google Workspace under their duties and positions. Work attitude is shown through the ability to communicate well with co-workers and the willingness assist to co-workers.
4. The organizational culture at Balai Guru Activist adheres to the values of the Ministry of Education and Culture, namely the values of integrity, creativity and innovation, initiative and learning, and being actively involved and selfless have been carried out and implemented. However, there are obstacles in implementing the cultural values of meritocracy, namely that they have not been fully implemented, so the application of reward and punishment has not been implemented because there are no rules as a basis for carrying out meritocracy.

Suggestion

From the results of the conclusions that have been explained, the suggestions that can be given from the results of this study to the Southeast Sulawesi Provincial Mobilization Teacher Center are as follows:

1. The implementation of bureaucratic reform needs to be maintained and increased again. The internal team for bureaucratic reform that has been formed is truly present and alive in overseeing the existing bureaucracy so that it is not only formed in the form of an SK but works.
2. For employee work discipline that is already very good needs to be maintained and improved continuously. Work discipline should not only be seen from the presence of employees when arriving and returning from work which is recorded in attendance, but rather from the output produced, namely ensuring whether employees are actually in the room to work. This requires direct supervision using a workroom surveillance camera.
3. Employee competence also needs to be maintained and continuously improved, through the provision of training or technical guidance to employees who can support the duties and work of employees.

4. For organizational culture to really be implemented and implemented as well as possible, things that need to be fixed must be fixed immediately, such as meritocracy, leaders should be able to make breakthroughs to adopt a policy of providing rewards and punishments for employees as a form of employee motivation.

As for suggestions for future researchers who will raise the same research topic as this research so:

1. Increasing the number of respondents or research informants is even greater so that it can describe the real situation.
2. The object of research should take all UPTs of the Ministry of Education and Culture in Southeast Sulawesi Province, namely the Southeast Sulawesi BGP, Southeast Sulawesi BPMP, and the Southeast Sulawesi Language Office.
3. Using a different approach to data collection and data analysis, for example through questionnaires and quantitative data analysis as well as mixed method data analysis.

References

- [1] Arikunto, Suharsimi, 2010. *Prosedur Penelitian: Suatu Pendekatan Praktek*. Jakarta: PT. Rineka Cipta.
- [2] Edison, dkk. 2016. *Manajemen dan Sumber Daya Manusia*. Edisi Pertama. Bandung: Alfabeta.
- [3] Effendy, 2015. *Perilaku Organisasi*. Yogyakarta: Andi Offset
- [4] Efendi A, 2014. Reformasi Birokrasi dan Penerapan Good Government Governance serta implikasinya terhadap Kinerja Pegawai dan Kualitas Pelayanan. *Jurnal Ilmiah Manajemen*, 2(1), 1-9. Retrieved from <https://jurnal.dim-unpas.web.id/index.php/JIMK/article/view/4>
- [5] Fahmi Irham, 2017. *Manajemen Sumberdaya Manusia*. Bandung: Alfabeta.
- [6] Hasibuan, Malayu, 2006. *Manajemen Sumber Daya Manusia*. Edisi Revisi. Bumi Aksara Jakarta.
- [7] Kamus Besar Bahasa Indonesia, 2022. Reformasi Birokrasi. Sumber: <https://kbbi.kemdikbud.go.id> diakses tgl.
- [8] Hari Sulaksono, 2015. *Budaya Organisasi dan Kinerja*. Yogyakarta: CV. Budi.
- [9] Kementerian Pendidikan, Kebudayaan, Riset dan Teknologi, 2022. *Tujuh Nilai Budaya Kerja Kemendikbudristek*. Sumber: <https://kemdikbud.go.id> yang diakses pada tgl. 27 Mei 2022 pukul 10 WITA.
- [10] Kusworo, 2019. Pengaruh reformasi birokrasi dan budaya kerja terhadap kinerja pegawai di RSUD DR. R Soejono Selong, Kabupaten Lombok Timur. *Jurnal Papatung Vol.2 No.3 Tahun 2019*. Sumber: <https://www.jurnalpapatung.com>.
- [11] Miles dan Huberman, 1984. *Qualitative Data Analysis*. Beverly Hills: Sage Publication.
- [12] Moehariono, 2010. *Pengukuran Kinerja Berbasis Kompetensi*. Bogor: PT. Ghalia Indonesia.
- [13] Mohd. Noor K. B., & Dola K. 2009. Job Competencies for Malaysian Managers in Higher Education Institutions. *Asian Journal of Management and Humanity Sciences*, Vol. 4, No. 4, pp. 226-240.
- [14] Nitisemito, Alex, 2006. *Manajemen Personalialia*, Edisi Revisi. Penerbit Ghalia Indonesia.
- [15] Peraturan Pemerintah No. 53 Tahun 2010. *Tentang Disiplin Pegawai Negeri Sipil*. Sumber: <https://peraturan.bpk.go.id>.
- [16] Peraturan Pemerintah No. 94 Tahun 2021. *Tentang Disiplin Pegawai Negeri Sipil*. Sumber: <https://peraturan.bpk.go.id>.
- [17] Peraturan Pemerintah No. 81 Tahun 2010. *Tentang Grand Design Reformasi Birokrasi 2010-2025*. Dokumen PDF didownload dari sumber: <https://peraturan.bpk.go.id>.

- [18] Peraturan Menpan RB Nomor 20 Tahun 2010. Tentang Road Map Reformasi Birokrasi 2010-2014. Sumber: <https://menpan.go.id>.
- [19] Peraturan Kepala BKN Nomor 8 Tahun 2013. Tentang Pedoman Perumusan Standar Kompetensi Pegawai Negeri Sipil. Sumber: <https://peraturan.bpk.go.id>.
- [20] Prijodarminto, Sugeng, 2001. Disiplin Kiat Menuju Sukses. Bandung: PT. Remaja Rosdakarya
- [21] Rivai dan Mulyadi, 2012. Kepemimpinan dan Perilaku Organisasi. Jakarta: Raja Grafindo.
- [22] Robbins, Stephen P. 2002. Perilaku Organisasi. Jakarta: Index.
- [23] Ruky, Achmad S, 2006. Sistem Manajemen Kinerja. Jakarta: PT. Gramedia. Pustaka Utama.
- [24] Saad dan Sackett, 2002. Efektivitas Organisasi. Terjemahan Tim Erlangga. Jakarta: Erlangga.
- [25] Siswanto, 2010. Pengantar Manajemen. Jakarta: Bumi Aksara.
- [26] Sopiah. 2018. Perilaku Organisasi. Yogyakarta: CV. Andi Offset.
- [27] Sudarso, 2015. Peningkatan budaya kerja dalam konteks reformasi administrasi di pemerintahan Kota Semarang. Jurnal Manajemen dan Kebijakan Publik. Sumber: <https://ejournal.undip.ac.id/index.php/gp/article/view/10417>.
- [28] Syamsudin, Acep, 2016. Organisasi dan Manajemen. Yogyakarta: Ombak Bisnis.
- [29] Sedarmayanti, 2007. Manajemen Sumber Daya Manusia Cet.I. PT. RefikaAditama Bandung.
- [30] PPID LAN, 2015. Kajian pengembangan Kompetensi ASN dalam Mewujudkan visi Reformasi Birokrasi. Sumber: Laporan Penelitian Sumber: <http://ppid.lan.go.id/wp-content/uploads/2019/09/PKP2A-II>.
- [31] Sugiyono, 2012. Metode Penelitian Kombinasi. Cetakan ketiga. Bandung: Alfabeta.
- [32] Sutrisno, Edy, 2010. Manajemen Sumber Daya Manusia. Jakarta: Kencana Prenada Group.
- [33] Sudaryono, 2014. Budaya dan Perilaku Organisasi. Jakarta: Lentera Ilmu Cendekia.
- [34] Torang, Syamsir, 2014. Organisasi dan Manajemen. Bandung: Alfabeta.
- [35] Uha, Ismail, 2013. Budaya Organisasi, Kepemimpinan dan Kinerja. Jakarta: Kencana.
- [36] Wibowo, 2016. Manajemen Kinerja, Edisi Kelima, Jakarta PT.Rajagrafindo Persada.