



# ANALYSIS OF HUMAN RESOURCES DEVELOPMENT TO IMPROVING EMPLOYEE PERFORMANCE AT CLASS I IMMIGRATION OFFICE TPI KENDARI

La Ode Hamida<sup>1</sup>, Israwati<sup>2</sup>, Muh. Nur<sup>3</sup>, Nofal Supriaddin<sup>4</sup>

## Author Details

<sup>1</sup> Management Program of STIE Enam Enam Kendari, Indonesia.

<sup>2</sup> Magister of Management Program of STIE Enam Enam Kendari, Indonesia..

<sup>3</sup> Magister of Management Program of STIE Enam Enam Kendari, Indonesia.

<sup>4</sup> Magister of Management Program of STIE Enam Enam Kendari, Indonesia.

## ABSTRACT

This study aims to determine and analyze the development of human resources in improving the performance of employees at the Immigration Office Class I TPI Kendari. The informants in this study were five people. The data collection techniques used observation, interviews, and documentation. While the analytical tool used is qualitative data analysis techniques using triangulation techniques.

Based on the results of the study it can be concluded that education and training have been carried out properly so that they can improve employee performance at the Immigration Office Class 1 TPI Kendari which is good in terms of quality, quantity, time, cost, service orientation, commitment, work initiative, cooperation, and leadership.

**Keywords:** *Human Resource Development and Employee Performance*

## INTRODUCTION

Human resources are one of the most important factors in every organizational activity, no matter how big or sophisticated the technology used without the support of humans as executors of operational activities is certainly not able to produce output that is following the expected level of efficiency. Human resources in the organization existed when the organization was recognized as a forum for joint efforts in achieving a goal. This shows that human resources are one of the main keys that must be considered with all their needs. According to Febrian, (2016) states that human resources will determine the success of implementing organizational activities.

The development is the most important thing that must be done by an organization in increasing employee productivity. Organizational development in a government agency is necessary for the development of human resources which will support the occurrence of an alignment within an organization. Henry Simamora

(2001) states that development is the preparation of individuals to assume different or higher responsibilities within the organization.

Development of human resources is very important in improving skills and performance as well as attitudes and behavior. This will make changes for the better within the organization or outside the organization. Development usually relates to increasing the intellectual or emotional abilities needed to do a better job. Human Resource Development (HR) is a set of systematic and planned activities designed by an organization to provide opportunities for its members to learn the skills necessary to meet current and future job demands. Human resource development provides a framework for self-development, training programs, and career advancement tailored to the skills needs of future organizations.

According to Werner and DeSimone, (2011), states that human resource development is a part of the human resource management system, which includes training and development, career development, and programs and processes of development. organization (organizational development).

Research that is relevant to the research that will be carried out, namely the results of Andi Nur Alam Rezeki's research, (2020) shows that Human Resource Development in Improving the Performance of Civil Servants at the Pratama North Makassar Tax Service Office (KPP) has been carried out well, but there is one indicator which is still not good.

TPI Kendari Class 1 Immigration Office is one of the government agencies that serve the community in passport services, namely serving the needs of the community in making passports to travel abroad for various purposes such as holidays, work, Umrah, and others.

Based on initial observations the human resources of the TPI Kendari Class 1 Immigration Office in general have not been able to encourage increased employee performance in terms of service. One of the problems is related to the quality of service performed by Class 1 Immigration Office employees at TPI Kendari who have not been able to provide maximum public services, namely delays in services such as making passports or serving passport extensions that have expired. In addition, in general, the quality of employee human resources in terms of operating computers is still lacking. Therefore, the leadership of the Class 1 Immigration Office at TPI Kendari needs to pay attention to the development of the quality of human resources for employees so that their performance can run optimally.

## **LITERATURE REVIEW**

### **Human Resource Development**

Human resource development can be implemented as a way to improve employee performance. Through the development of human resources, the abilities possessed by employees will be trained and improved, so that employees can be optimal in completing their duties. Optimizing the work performed by employees is expected to increase the ability of employees which will improve organizational performance. According to Mangkunegara (2017) performance is the result of work in quality and quantity achieved by someone in carrying out their functions under the responsibilities given to them.

According to Hasibuan (2017), Human Resource Development is an effort to improve the technical, theoretical, conceptual, and moral abilities of employees under the needs of the job or position through education and training. Human Resource Development according to Mondy (2016) can be understood as preparing individuals to assume different or higher responsibilities within the organization. Human resource development is a long-term learning process using systematic and organized procedures.

### **State Civil Apparatus**

State Civil Apparatus, hereinafter abbreviated as ASN, is a profession for Civil Servants and government employees with work agreements who work in Government agencies. Employees of the State Civil Apparatus, hereinafter referred to as ASN Employees, are civil servants and government employees with work agreements who are appointed by a civil service development official and are entrusted with tasks in a government position or are entrusted with other state duties and are paid a salary based on statutory regulations. Civil Servants, here in after abbreviated as PNS, are Indonesian citizens who meet certain

requirements and are appointed as ASN employees regularly by staffing supervisors to occupy government positions.

Based on the provisions of Article 1 Number (1) of Law Number 5 of 2014 concerning State Civil Apparatus, hereinafter abbreviated as ASN, is a profession for civil servants and government employees with work agreements working in government agencies, and these regulations. The State Civil Apparatus (ASN) stated by AW Widjaja (2006), Employees are physical and spiritual (mental and mind) human workers who are always needed and therefore become one of the main capital in cooperative efforts to achieve certain goals (organization). Furthermore, he also argues that Employees are people who are employed in a particular agency, both government agencies and business entities.

### **Performance**

Performance in general can be defined as the result of work in quality and quantity that can be achieved by an employee in carrying out his main duties and functions as an employee under the responsibilities assigned or given to him. Performance can be seen from two aspects, namely employee performance (individually) and organizational performance. Employee performance is the result of individual work in an organization. While organizational performance is the totality of work results achieved by an organization. Then the term performance comes from the word job performance or actual performance/work achievement or actual achievement that will be achieved by someone (Mangkunegara, 2016). The Big Indonesian Dictionary states that performance can be interpreted as something that is achieved.

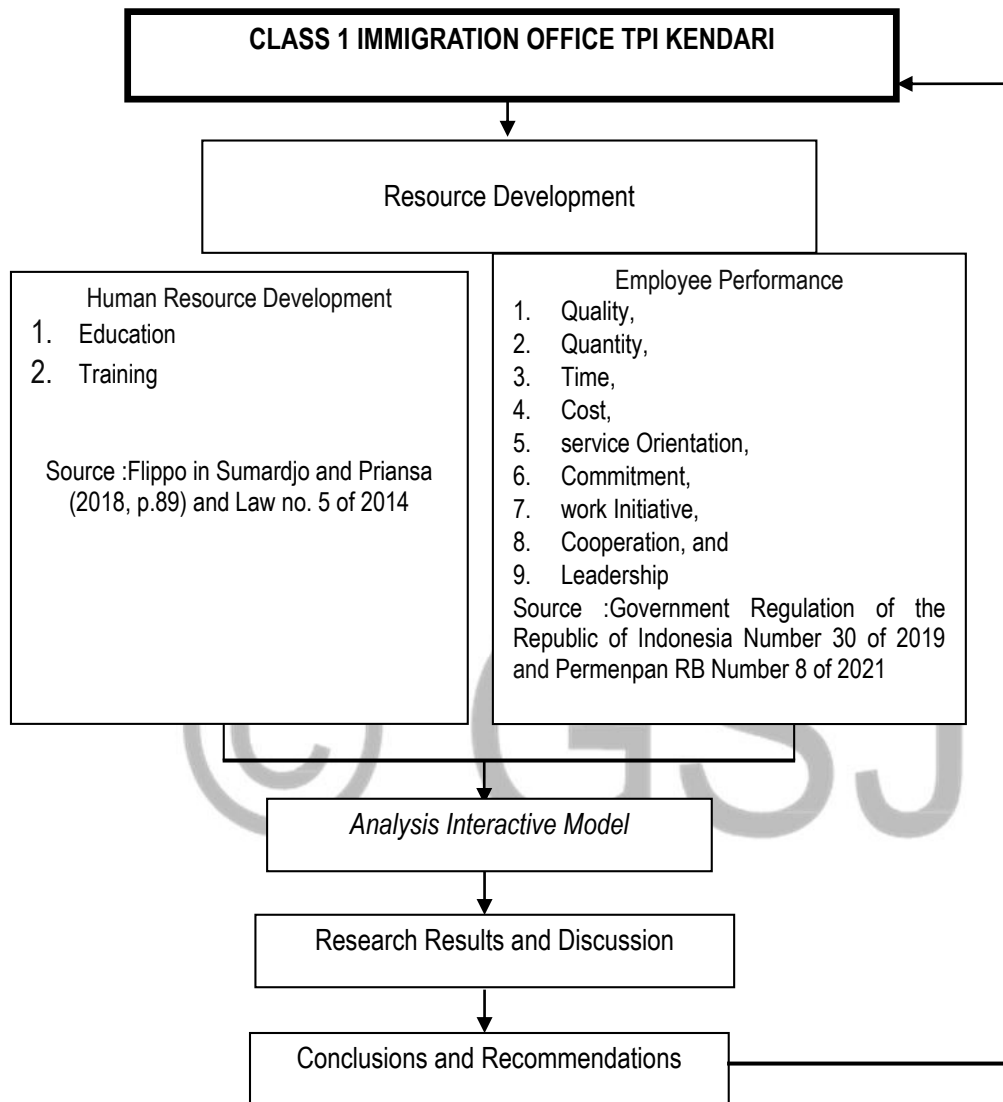
Performance or work performance is the result of work in quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to him (Mangkunegara 2016). Sinambela et al (2012) said that employee performance is defined as the ability of employees to perform a skill in a certain period. Employee performance is very important because, with employee performance, it will certainly be known to what extent the employee's ability to carry out the assigned tasks is. Therefore, the determination of criteria is measurable and clear and determined jointly to serve as a reference. Meanwhile, what was stated by Robbins and Coulter (2010: 278) state that employee performance reflects employee behavior in the workplace as the application of skills, and abilities.

### **Research Framework**

Human resource development is an effort to develop the quality or ability of human resources through the process of planning education, training, and managing staff or employees to achieve an optimal result. Resource development involves a process of changing behavior (Behavior Engineering). According to experts, the word "learning" always involves a process of changing behavior (from one condition to another that is better (Sari 2018: 26). Human resources are an asset for an organization that is the planner and active participant in various activities within the organization.

This study uses the theory of performance measurement based on the explanation of some of the above theories and compares field conditions, so the systematics of evaluating employee performance is explained in the Government Regulation of the Republic of Indonesia Number 30 of 2019 concerning Performance Evaluation of Civil Servants and the Regulation of the Minister of Administrative and Bureaucratic Reform or the Minister of Administrative and Bureaucratic Reform Regulation Number 8 of 2021 Concerning the PNS (Civil Servant) Performance Management System. The indicators in this study are quality, quantity, time, cost, service orientation, commitment, work initiative, cooperation, and leadership. Based on the explanation above, the research framework is:

Figure 1. Research Framework



## RESEARCH METHODS

### Research design

The method used in this research is the descriptive qualitative method. Qualitative research is a research process that produces descriptive data in the form of written or spoken words from people and observed behavior (Bogdan and Taylor in Margono, 2007: 36). Descriptive research according to Best in Sukardi (2008: 157) is a research method that seeks to describe and interpret objects according to what they are. research using a qualitative descriptive method means that the method is carried out to contain a systematic description, description, or painting.

### Object of research

The object of this study is the Development of Human Resources in Improving Employee

Performance at the Immigration Office Class 1 TPI Kendari address at Jalan Ahmad Yani No. 101 City of Kendari, Southeast Sulawesi Province.

### **Data types and sources**

#### **Data Type**

The type of data used in this study are:

1. Quantitative data, namely data in the form of numbers that can be calculated mathematically, consists of the number of employees in the TPI Kendari Class 1 Immigration Office.
2. Qualitative data, namely data that is not in the form of numbers but such as research locations, history of research objects, and the vision and mission of the TPI Kendari Class 1 Immigration Office.

#### **Data source**

Sources of data in this study consist of:

1. Secondary data, in the form of data that has been processed by the TPI Kendari Class 1 Immigration Office obtained from agency reports consisting of organizational structure, general organizational data, and job descriptions.
2. Primary data, in the form of data obtained from direct interviews with respondents, namely the Head of the Immigration Office Class 1 TPI Kendari, the Head of Personnel Affairs, the Head of General Affairs, and two staff of the Immigration Office Class 1 TPI Kendari.

#### **Data collection technique**

The method used in collecting data in this study is as follows:

1. Observation  
Observations are made when not much information is owned about the problem being investigated. Observation is necessary for the exploration process. So that you can get a clearer picture of the problem and perhaps instructions on how to solve it. In this case, the researcher used frank observation, because the researcher directly made observations at the research location, namely the TPI Kendari Class 1 Immigration Office.
2. Interview  
An interview is a conversation, of course, and has a purpose that must be discussed or discussed to achieve the intended things. The conversation was carried out by two parties, both the interviewer who asked the question and the interviewee who answered the question (Lexy J. Meleong, 2010).
3. Documentation  
One thing that can collect documents related to the title of analysis of human resource development in improving employee performance at the Immigration Office Class I TPI Kendari. While the documentation that can be collected is obtained from the TPI Kendari Class 1 Immigration Office and from the respondents who were interviewed.

#### **Data analysis technique**

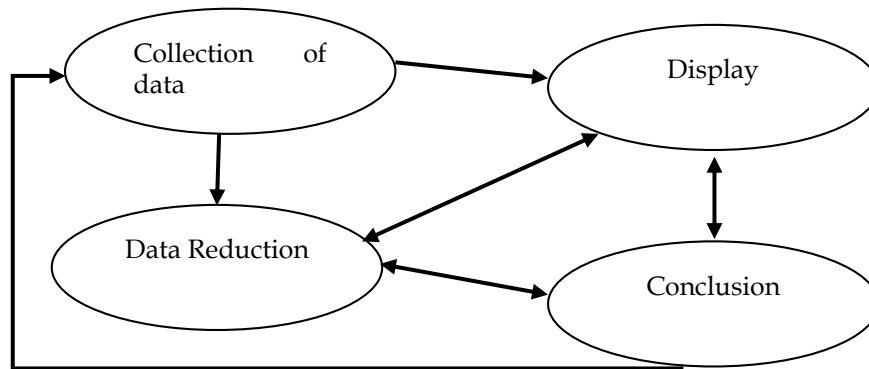
To produce and obtain accurate and objective data under what is the aim of this study, the data analysis used is a qualitative data analysis technique using context analysis from literature review and analysis of statements from interviews with informants.

Miles and Huberman in Sugiyono (2014: 19), argued that activities in qualitative data analysis must be carried out continuously until complete so that the data is saturated. Data analysis in this study was carried out at the time of data collection in a certain period. At the time of the interview, the researcher analyzed the answers interviewed. If the answers given by the interviewees or informants after being analyzed are felt to be unsatisfactory, the researcher will continue the questions again, up to a certain stage to obtain more credible data or information.

To present data so that it is easy to understand, the data analysis steps used in this study are the Analysis Interactive Model from Miles and Huberman, which divides the steps in data analysis activities into

several parts, namely data collection, data reduction ( data reduction), data presentation (data display), and drawing conclusions or verification (conclusions).

**Figure 2. Components in Interactive Model Data Analysis**



Source : Sugiyono, 2014:92.

## RESEARCH RESULTS AND DISCUSSION

### Human Resource Development

Forms of employee development include education and training. This development aims to improve performance and maintain the ability of employees so that they can make an optimal contribution to the organization.

Many efforts are made by every organization so that its employees can develop in the sense of increasing their knowledge and skills to carry out their duties. Improving the ability of employees can be done by providing training and education to them which is useful for increasing knowledge and operations in carrying out work tasks.

Education and training cover two functions at once, namely the education function and the training function which forms an inseparable unit. The aims of education and training are to:

1. Improving knowledge, expertise, skills, and attitudes to be able to carry out job duties in a professional manner based on the personality and ethics of Civil Servants under agency needs.
2. Creating an apparatus capable of acting as a reformer and glue for national unity and integrity.
3. Strengthen the attitude and spirit of dedication that is oriented towards service, protection, and community empowerment.
4. Creating a common vision and dynamic mindset in carrying out general government and development tasks for the realization of good governance.

The target of Education and Training is the realization of Civil Servants who have competence under the requirements of their respective positions. Types of education and training according to Government Regulation of the Republic of Indonesia Number 101 of 2000, are pre-service education and training, carried out to provide knowledge in the context of forming national insight, personality, and ethics of Civil Servants, in addition to basic knowledge about the system of administering state government, fields of duties, and organizational culture to be able to carry out their duties and roles as public servants.

Under the results of the research, based on interviews conducted with the by Head of Administration, Mr. Ferdinandus said that:

*"Education can be interpreted as a process of expanding one's concern and existence to be oneself, or the process of defining oneself in one's environment."*

(Interview results on Friday, September 30, 2022)

The same thing was also expressed by the Head of Personnel Affairs, Mr. Syaharuddin :

*"Education is humanizing humans, which is a process that sees humans as a whole in their existence".*

(Interview results on Friday, September 30, 2022)

The same thing was also expressed by the Head of General Affairs, Mr. Afrinsyah :

*"Education is a conscious and planned effort to create a learning atmosphere and learning process so that students actively develop their potential to have religious spiritual strength, self-control, personality, intelligence, noble character, and the skills needed by themselves, society, nation and, state."*

(Interview results on Friday, September 30, 2022)

### **Quality of Work**

Quality of work relates to the consideration of accuracy, precision, neatness, and completeness in handling existing tasks within the organization.

According to the Head of Administration, Mr. Ferdinandus, employees at the TPI Kendari Class 1 Immigration Office work conscientiously, according to the Head of Administration, Mr. Ferdinandus, stating that:

*"Working thoroughly and carefully is working using all the facilities we have. Whatever is done with great care, seriousness, focus, and totality will produce excellent quality. Success is always achieved by those who work conscientiously and carefully. Employees at the Immigration Office Class 1 TPI Kendari work thoroughly and carefully"*

(Interview results on Friday, September 30, 2022)

The same thing was also expressed by the Head of Personnel Affairs, Mr. Syaharuddin :

*"Employees at the TPI Kendari Class 1 Immigration Office work thoroughly and carefully."*

(Interview results on Friday, September 30, 2022)

The same thing was also expressed by the Head of General Affairs, Mr. Afrinsyah :

*"The average employee can do his job carefully and carefully to avoid mistakes."*

(Interview results on Friday, September 30, 2022)

The same thing was also expressed by TPI Kendari Class 1 Immigration Office staff, Mr. Haerul Syawal, who revealed that:

*"Employees at the TPI Kendari Class 1 Immigration Office can carry out their duties carefully and carefully to avoid repetitive work."*

(Result of interview on Monday, 03 October 2022)

The same thing was also expressed by TPI Kendari Class 1 Immigration Office Staff, Mr. Muhammad Fikri Ramadan, revealed that:

*"On average they can do their job thoroughly and carefully."*

(Result of the interview on Monday, 03 October 2022)

Based on the results of interviews with the five informants above, it can be concluded that employees at the Immigration Office Class 1 TPI Kendari can carry out their duties carefully and carefully.

According to the Head of Administration, Mr. Ferdinandus, employees at the TPI Kendari Class 1 Immigration Office carry out work according to established procedures, according to the Head of Administration, Mr. Ferdinandus, stating that:

*"Employees at the TPI Kendari Class 1 Immigration Office carry out work according to established procedures."*

(Interview results on Friday, September 30, 2022)

### **DISCUSSION**

The results of this study will analyze the development of human resources in improving employee performance at the Immigration Office Class 1 TPI Kendari.

Human resource development research in improving employee performance at the Immigration Office

Class 1 TPI Kendari. Forms of employee development are education and training. Educational development can be carried out through study assignments and study permits for employees who wish to continue their education, while training development can be carried out by providing opportunities for employees to take part in training, both technical training and job promotion training.

The results of human resource development research in improving employee performance at the Immigration Office Class 1 TPI Kendari which are assessed in terms of education and training show that the level of education of employees at the Immigration Office Class 1 TPI Kendari is adequate and the training carried out can improve employee performance.

The assessment of human resource development adopted according to Flippo in Sumardjo and Priansa (2018) states that human resource development is a process of education and training. Education and training cover two functions at once, namely the education function and the training function which forms an inseparable unit.

The aims of education and training are to:

1. Improving knowledge, expertise, skills, and attitudes to be able to carry out job duties in a professional manner based on the personality and ethics of Civil Servants under agency needs.
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The target of education and training is the realization of civil servants who have the competence according to the requirements of their respective positions. Types of education and training according to Government Regulation of the Republic of Indonesia Number 101 of 2000, are pre-service education and training, carried out to provide knowledge in the context of forming national insight, personality, and ethics of Civil Servants, in addition to basic knowledge about the system of administering state government, fields of duties, and organizational culture to be able to carry out their duties and roles as public servants.

Education and training a processes of humanizing humans and equipping participants with skills that can be used to improve their performance. The results showed that the education level of employees at the Immigration Office Class 1 TPI Kendari was sufficient and the training conducted was able to improve employee performance.

Human resource development is expected to improve employee performance at the Immigration Office Class 1 TPI Kendari. According to Mangkunegara (2017) "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties under the responsibilities given to him." According to Sutrisno (2016) "Performance is the result of employee work seen from the aspects of quality, quantity, time work, and cooperation to achieve the goals set by the organization.

According to Fahmi (2017) "Performance is the result of a process that refers to and is measured over a certain period based on predetermined conditions or agreements. "The goal of performance according to Wibowo (2014) is to adjust individual performance expectations with organizational goals. Conformity between efforts to achieve individual goals with organizational goals will be able to achieve good performance.

This study uses the theory of performance measurement based on Government Regulation of the Republic of Indonesia Number 30 of 2019 concerning Performance Evaluation of Civil Servants and Regulation of the Minister of Empowerment of State Apparatuses and Bureaucratic Reform of the Republic of Indonesia or Permenpan RB RI Number 8 of 2021 concerning Performance Management Systems for PNS (Civil Servants).

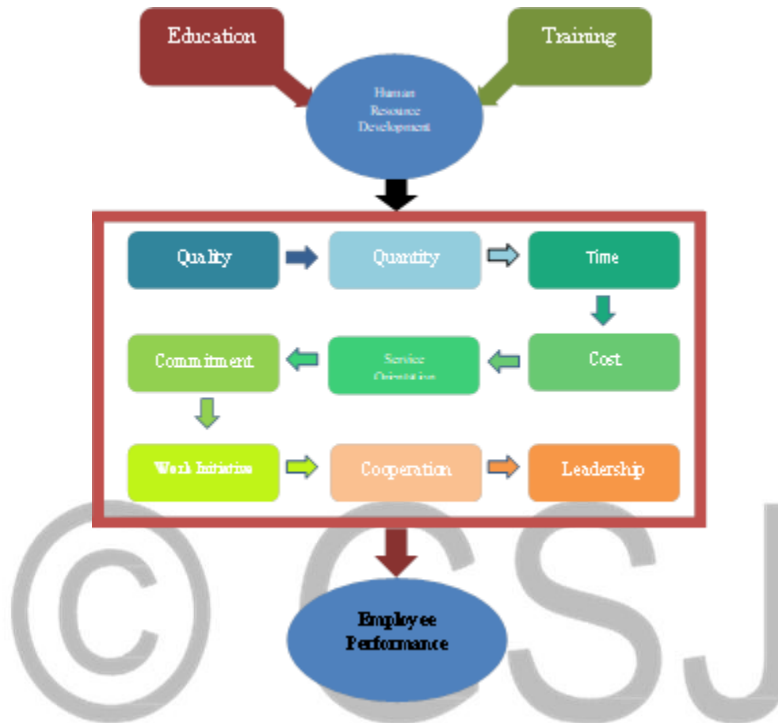
Based on the results of the recapitulation of human resource development indicators in improving employee performance at the Immigration Office Class 1 TPI Kendari it can be concluded that education and training have been carried out properly to improve employee performance at the Immigration Office Class 1 TPI Kendari is already good in terms of quality, quantity, time, cost, service orientation, commitment, work



initiative, cooperation, and leadership.

The Human Resource Development Strategy Model in Improving Employee Performance at the Class 1 Immigration Office TPI Kendari can be seen in the following figure:

**Figure 3. Human Resource Development Strategy Model in Improving Employee Performance at the Immigration Office Class 1 TPI Kendari**



The study of human resources (Human Resources) always views employees within the scope of government organizations as the main organizational resource whose skills must be improved, providing career opportunities for all employees, education and training as a process of humanizing humans, and equipping participants with skills that can be used to improve their performance.

The results showed that the education level of employees at the Immigration Office Class 1 TPI Kendari was sufficient and the training conducted was able to improve employee performance. Competency development will certainly have an impact on employee performance to make organizational changes and development.

According to Roswaty in Yosep Satrio Wicaksono (2019) training for employees is very important to implement in a company. With the training, employees will be able to work more effectively and efficiently, especially to deal with changes that occur such as changes in technology, and changes in work methods, which also require changes in attitudes, behavior, skills, and knowledge.

From the strategy model above it appears that employee performance as human resource development at the Immigration Office Class 1 TPI Kendari is built by several indicators, namely quality, quantity, time, cost, service orientation, commitment, work initiative, cooperation, and leadership.

The results of this study are in line with research conducted by Everistus Rikardus, et al (2020) shows that the implementation of education and training, especially at the Merauke Regency Regional Civil Service Agency, has been effective. In addition, the results of research conducted by Dymas Bangkit Satriya, et al (2020) show that the development of apparatus resources in terms of education and training is going well so that it can improve employee performance after attending formal training and education.

### Research Limitations

The results of this study have provided several findings, but there are still some things that need to be studied further. This condition is strongly influenced by several things which indirectly become limitations of the research, namely:

1. This research resulted from the use of interviews with direct face-to-face contact between information seekers and information sources. This will cause problems if the information provided is different from the actual situation.
2. This research does not consider other variables that might affect the performance of the State Civil Apparatus so it has potential possibilities related to the development of Human Resources in Improving the Performance of the State Civil Apparatus that have not been included in this study.
3. This research was only conducted based on cross-sectional data, which means that the data was obtained from a certain time or only behavior at the time of research while the research object only focused on TPI Kendari Class 1 Immigration Office in the future can be carried out on a wider scope.
4. The number of informants used in this study is still limited, namely 5 informants from the parties Class 1 Immigration Office TPI Kendari therefore further researchers can increase the number of informants and different analytical approaches.

### Conclusion

Based on the results of this research on "Analysis of Human Resource Development in Improving Employee Performance at the TPI Kendari Class 1 Immigration Office" it can be concluded that human resource development in improving employee performance can be carried out through education and training. Educational development can be carried out through study assignments and study permits for employees who wish to continue their education, while training development can be carried out by providing opportunities for employees to take part in technical training and job promotion training. Education and training have been well implemented to improve employee performance at the TPI Kendari Class 1 Immigration Office, assessed in terms of quality, quantity, time, cost, service orientation, commitment, work initiative, and cooperation.

### Suggestion

Based on these conclusions, the researcher provides several suggestions, namely:

1. It is hoped that the leadership of the Head of Class 1 Immigration Office TPI Kendari, can provide opportunities for employees to take part in technical training as well as job promotion training.
2. For further research, it is suggested to examine the factors that influence employee performance at the Class 1 Immigration Office TPI Kendari.

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