

**STRATEGY TO IMPROVE THE QUALITY OF HUMAN RESOURCES
TO ACHIEVE GOOD GOVERNANCE
(Case study at the Department of Small and Medium Enterprises cooperative
Bantul Regency)**

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ABSTRACT

The reform of public management will have an impact on the demands of qualifications and competency of human resources in government institutions. Grand Design bureaucracy reform is increasing the capacity and accountability of bureaucratic performance. Human resources development of government apparatus in the present must be placed and directed at a position that corresponds to the field of duty. This research aims to see the strategy used by the Department of Small and Industrial enterprises of Bantul District to improve the quality of government apparatus to achieve good governance to be achieved a better organizational system. Methods used are qualitative descriptive, the technique of collecting data sources obtained by documentation.

Keywords: *human resources, bureaucracy reform, good governance, strategy*

A. PRELIMINARY

Nowadays globalization has reached various aspects of life (Sularso & Murdijanto, 2004). In the conditions of global competition, human resources development (SDM) is very important and necessary to compete in the international trade/competition Arena (Ruhana, 2012). Current government bureaucracy is supposed to implement and develop a learning organization system in the civil Servant Development Program (Rakhmawanto, 2008). Regional governance is aimed to accelerate the realization of public welfare through the improvement of service, empowerment, and community participation (Purnamasari, Munjin, & Ratnamulyani, 2019). Bureaucracy reform is essentially an effort to create a change to the governance system, especially concerning the institutional aspects (organizations), governance and, human resources of the civil apparatus of the state.

The current bureaucracy reform is indispensable to improve the quality of human resources of state civil apparatus. The government itself also demanded a change in way of pan. The civil apparatus of the state. The implementation of bureaucracy reform became a challenge to the government because more and more problems faced in the government to spur to improve or make changes to the governance system. Now is the time to build a comprehensive design of government bureaucracy and integrated behavior governance (Mulyadi, 2004).

Grand Design bureaucracy Reform (GDRB) within 15 years of the year 2010-2025 has been designed by the central government to serve as guidelines for the application of bureaucracy reform. One of the objectives proclaimed in the Grand Design bureaucracy reform is the increasing capacity and accountability of bureaucratic performance (Supriati, Ariani, & Sarifudin, 2017). One of the legal bases in organizing the management of civil state apparatus is Law number 5 the year 2014 concerning the civil apparatus of the State (ASN). This rule as a key pillar of the success of bureaucracy reform in its management. Furthermore, its implementation has been established operational basis in the *Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi nomor 20 Tahun 2010* about RoadMap of bureaucracy reform 2010-2014 (Wardani & Andriyani, 2017).

The concept of bureaucracy reform became the establishment of government order. Human resources who have good skills, knowledge, and moral skills to become instruments of bureaucracy reform. More reform orientation leads to changes in the bureaucracy (Riyadi, 2020).

Information freedom is fundamental rights (Febriananingsih, 2012). Good Governance, which is often translated into good governance, is an implementation of responsible development management (accountability) in line with the principles of democracy, effective and efficient (Sudarto, 2006). Good Governance must be supported by high-integrity human resources, facilities, and infrastructures as well as pieces of training for employees in it.

Some indicators that reflect the poor performance of public service personnel (mostly served by civil servants or PNS) in Indonesia are demonstrated by rambling and bureaucratic service; High-cost economy; additional fees, such as the behavior of the apparatus is more acting as an officer than a public servant; discriminatory service; To put on personal interests, classes or groups, including the interests of superiors rather than the public interest; the existence of lazy behavior in taking initiatives outside the regulation; still strong tendency to wait for the employer's instruction; indifference to community complaints; slow in providing service, and so on (Daryanto, 2007). The Government's efforts in implementing this experience many personal constraints, habits (working cultures), commitments, honesty, and responsibility. Public service implementation in the Government is still lacking. The Application of bureaucracy from behavior to his system has not been able to realize the public desire to get satisfactory service. Efforts made to improve the quality of human resources This can be done with a wide range of strategies so that the confidence of the community can be built again.

As happened in the local government of Bantul regency in the implementation of Bureaucracy reform in his office to the field of human resources apparatus. HR pillar through the increased discipline of the development of Assessment Center, competency-based training (Supriati et al., 2017). Good Governance practices in this area should also be implemented well. The Department of Cooperatives, small and medium enterprises of Bantul Regency (DKUKMP) is one of the institutions that support the implementation of Government by providing services to the community.

DKUKMP has a vision that "products Bantul become the flagship product in Indonesia", while the mission is to realize a healthy and independent cooperative for the welfare of the members, realizing the creativity, competitiveness of small and medium enterprises (SMEs) and institutional strengthening of SMEs, create a highly competitive industry, quality, environmentally friendly and sustainable and realize the facilities and infrastructure of the industry in and outside the environmentally sound industrial area. From this vision and mission can be seen that the Ministry has the purpose of economic affairs. Human resources are one of the main things in realizing Good Governance.

Qualified Human Resources (SDM) is a major factor to realize Good Governance. According to Kartiwa (in Santosa, 2008:135), There are several obstacles faced in realizing Good Governance. Such constraints include political constraints, bureaucratic constraints, and socio-cultural constraints. Santosa (2008:136) Further said that there are still many bureaucratic practices that are adhered to Weber's bureaucracy and it is an obstacle faced by the bureaucracy system, the practice is one of which is the quality of HR apparatus that is still weak.

In DKUKMP office average SLTA There is also the S1 or S2 but the educational background is much different from the agencies offered. Therefore, researchers intend to know what strategy to use DKUKMP to support the governance of the Government in terms of the HR apparatus so that DKUKMP can properly implement Good Governance.

B. LITERATURE REVIEW

Human resources development (SDM) is one of the important factors (Susilowati & Farida, 2019). To know the influence of the rules of the central government and local governments that affect the quality of human resources to Good Governance then the required variable independence and variable dependence. Human resource, training, and Capacity Building is a variable (independence), while the quality of human resources is three bound (dependence).

Human Resources (HR) is a person who is in an organization that contributes to the thinking and performs its task to achieve the objectives of an organization. Human resource management and work motivation is a function in the company/office that focuses on the activities of the recruitment, management, and direction for the people who work in the company.

According to Handoko (2011:3), human resource management is the withdrawal, selection, development, maintenance, and use of human resources to achieve both individual objectives and organization.

1. Human resource management functions

According to Hasibuan (2016:14) The role of resource management Human being are as follows:

- 1) Set the amount, quality, and placement of effective manpower according to the needs of the company based on a job description, job specification, job recruitment, and job evaluation.

- 2) Establish the withdrawal, selection, and placement of employees based on the principle of the right man in the right place and the right man in the right job.
- 3) Establish welfare, development, promotion, and termination programs.
- 4) Foresee the supply and demand for human resources in the future.
- 5) Estimate the state of the economy in general and the company's development in particular.
- 6) Closely monitor labor law and the services of similar companies.
- 7) Monitor the progress of engineering and the development of trade unions.
- 8) Conducting education, training, and assessment of employee performance.
- 9) Regulate employee mutation both vertically and horizontally.
- 10) Manage retirement, dismissal, and its competitors.

2. Motivation work

According to Vroom in Ngalim Purwanto (2006:72) motivation refers to a process of affecting individual choices of various forms of desired activity. Work motivation is the motivation that occurs in the situation or work environment in an institution/organization. According to Purwanto motivation contains three basic components, namely:

- 1) Moving, it means raising strength to an individual, leading a person to act in a certain way.
- 2) Directing or channeling conduct. Thus it provides a goal orientation. Individual behavior is faced with something.
- 3) To maintain or sustain behavior, the surrounding environment must strengthen (Reinforce) intensity, encouragement, and individual strengths (2006:72).

Based on the explanation above, it can be formulated that motivation is the thrust or impulse that arouses and directs behavior to a deed or job. The purpose of the motivation itself is to move or stir a person to arise the desire and its willingness to do something so that it can obtain results or achieve a certain goal (Ngalim Purwanto, 2006:73).

While the motivation goal in Malayu S. P Hasibuan (2006:146) revealed that:

- 1) Improve morale and work satisfaction of employees.
- 2) Improve employee work productivity.
- 3) Maintain the stability of company employees.
- 4) Increase the discipline of attendance.
- 5) Streamline employee procurement.
- 6) Create a good atmosphere and working relationship.
- 7) Improve loyalty, creativity, and employee participation.
- 8) Improving employee welfare.
- 9) Heightens employee responsibilities to its duties.
- 10) Improving the efficiency of the use of tools and raw materials.

Motivating action will be more successful if the goal is clear and realized by the motivated and suitable to the needs of the motivated person.

3. Performance and the work valuation method.

Stephen P. Robbins (2006) proposes three criteria for a person's performance:

- 1) First is the completion of the task, i.e. assessing the outcome of employees' tasks can be done on an organization that has set performance standards by type of work, judged by a certain period of time, such as daily reports, fulfilling the demands of time, results of If the employee can reach the specified standard means the result of good work.
- 2) Second is behavior that is related to the assessment of the behavior of employees in carrying out the work. The criteria are harder, because the individual behaviors in the organization interact with other individuals. Some indicators are used for example, attendance, regulatory observance, delinquency, cooperation, which organizations expect that these behaviors lead to the achievement of expected work.
- 3) Third is characteristic that is related to personal characteristics, a person's habits, attitudes in the workplace. E.g. courtesy, friendly, neat appearance, etc.

Performance variables can be measured with indicators according to Tsui et al (1997) as follows:

- a. Quality level of work result.
- b. The level of durability and endurance.
- c. Level of discipline and attendance.
- d. The level of cooperation between coworkers.
- e. The level of occupational safety concern.
- f. The level of responsibility for the results of its work.
- g. Level of initiative/creativity owned.
- h. Professional level of work owned.

Based on some opinions on performance and achievement, it can be concluded that the understanding of performance and work performance contains the substance of achievement of work by a person. Thus, performance and achievement are a reflection of the results achieved by a person or group of people.

C. METHOD

The research was conducted using qualitative descriptive research method in order to provide a comprehensive picture of a considerable depth and detail about the strategy to improve the quality of human resources in the Cooperative office of UKM and Industry of Bantul Regency. The form of research with a descriptive, data source obtained by collecting primary and secondary data, techniques and data collection instruments with the documentation that is collecting the data in the form of documents, writing about the strategy to good governance then the data processing is analyzed qualitative using a normative juridical approach.

D. EXPLANATION

Performance-based development management assumes that the focus of development is not merely implementing programs/activities that have been planned. The essence of performance-based development management is the orientation to drive change, where the program/activities and budget resources are the tools used to achieve the formulation of changes, both in the output level, outcome and impact.

This approach is also in line with the principles of good governance in which one of the pillars, namely accountability, will show the extent to which a government agency has fulfilled its duties and mandate in the provision of public services that can be felt by the public. Without performance indicators, it is very difficult to assess the effectiveness of a performance or achievement level of the work (Hasan, 2019).

1. Bureaucratic reform

The implementation of bureaucracy reform should also be started from improving the Quality Management resource apparatus (Oktarina & Mustam, 2018). Grand Design bureaucracy reform 2010-2025 designated as presidential regulation. According to the *Peraturan Menteri Pendayagunaan Aparatur Negara Nomor: PER/15/M. PAN/7/2008* concerning general guidelines of bureaucracy reform and the *Peraturan Menteri Pendayagunaan Aparatur Negara Nomor: PER/04/M.PAN/4/2009* concerning the guidelines for filing the proposal document of bureaucracy reform in the environment of Ministry/institution/local government.

Figure 1. Grand Design bureaucracy Reform 2010-2025



Source: *Ministry of Administrative Reform and Bureaucratic Reform.*

In the application of bureaucracy reform the Road MAP government was made reference. Clean and accountable bureaucracy, effective and efficient bureaucracy and bureaucracy with quality public service. The action plan that contains the strategy undertaken by the local government is:

1. Mental Apparatus
2. Supervision
3. Performance accountability
4. Institutional
5. Management
6. SDM Apparatus
7. Invitation Regulation-Invitations
8. Public services.

In addition, the bureaucratic reform action plan also contains the target performance that wants to be realized according to the set time. Performance targets are set based on performance indicators that describe the success of the bureaucratic reform target while the period of 5 annual road map bureaucracy

reform.

The idea of the implementation of the reforms in this office is:

1. Submission of LHKPN by all structural officials of Echelon 2 and the technical executor of activities (PPTK).
2. Application of technology in the implementation of financial system (SIMDA).
3. Application of fingerprint absent with system.
4. Implementing workbook writing with SAPA ASN.
5. Performance agreements.

Figure 2: The Electronic systems planning, budgeting and performance information Integrated (AGREED)



Source: *Department of Small and Medium enterprises of Bantul Regency 2020*

Figure 3: System absent with fingerprint



Source: *Department of Small and Medium enterprises of Bantul Regency 2020*

The financial system will be better, effective and efficient and governance will become more orderly, clean and responsible based on the principles of good Governance (Dartawan & Sudiarta, 2017).

2. Establishment of small medium enterprises and industry cooperative Service

The Department of Small and Medium enterprises of Bantul Regency is the implementing element of the local government in the affairs of Cooperatives and SMES, industrial affairs and Energy Resource Minerals (ESDM) led by the head of office and domiciled under and responsible to the regent through the district secretary. The Department of Small and Medium enterprises Cooperatives has the task of implementing local household affairs and assisted tasks in the field of

cooperatives and small and medium enterprises, industry and energy Mineral resources. This is contained in the *Peraturan Daerah Kabupaten Bantul Nomor 16 Tahun 2007* about the establishment of regional service organization in the Government of Bantul Regency and main task functions (*Tupoksi*) Department of Small and Medium enterprises cooperatives.

a. Main tasks and functions

In accordance with the *Peraturan Bupati Bantul Nomor 122 Tahun 2016* on the details of duties, functions and work arrangement of small and medium enterprises of Bantul Regency have the function of:

1. Formulation policy of cooperative field, small business medium, industrial and energy mineral resources.
2. Implementation policy of cooperative field, small business medium, industrial and energy mineral resources.
3. Implementation of the evaluation and reporting of the field of cooperatives, small enterprises of medium industry and energy mineral resources.
4. Implementation of service administration in accordance with the scope of duties.
5. Implementation of other functions provided by Regent according to the field of duty and function

Function of the service cooperatives small and medium Enterprises Bantul Regency must be precedence in order to service to the community optimally/primed and the public will be satisfied with the performance of the government agencies if there is no complain/dissatisfaction with the service that has been done and the community feel the importance of the existence of the service of small and medium enterprises in Bantul District In carrying out the function of the Working Device as mentioned above then it takes hard work, discipline, creative innovation, consistent, broad knowledge, soulful art, commitment to duty and consistently serve, according to the oath and pledge of civil servants

b. Organization structure

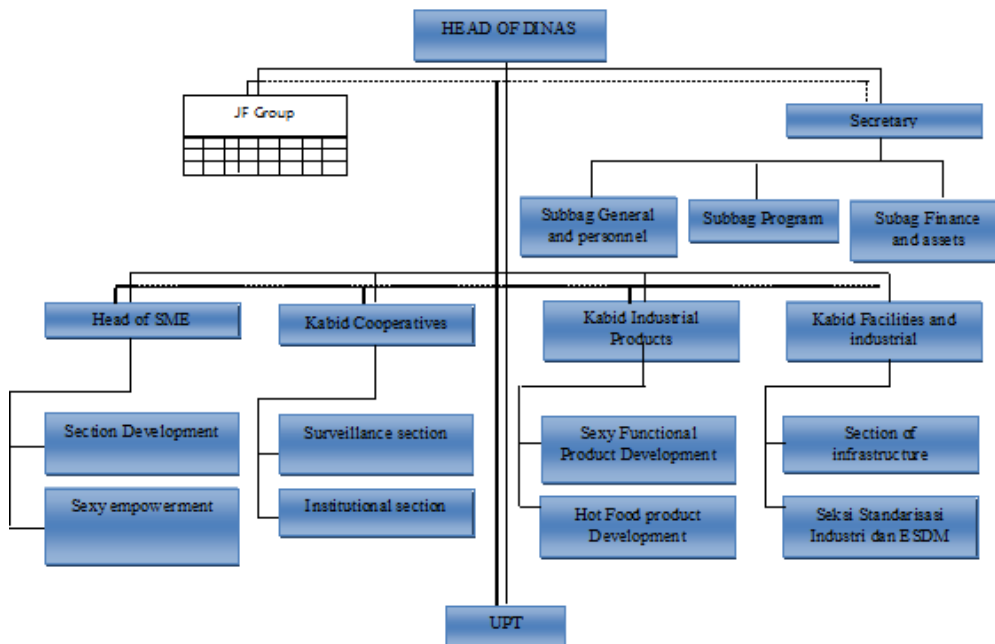
In accordance with the *Peraturan Bupati Bantul Nomor 122 Tahun 2016* on position, organizational structure, duties and functions, and the work of cooperative, small and medium Enterprises Bantul regency.

The organizational structure of the small medium enterprises and the industry of Bantul Regency consists of:

- a) Head of Dinas;
- b) The secretariat, consisting of:
 - Sub-Division of general and personnel;
 - Sub part Program; and
 - Sub-Division of finance and assets.
- a. Cooperative field, consisting of:
 - Institutional section;
 - Supervision section.
- b. Micro enterprises consist of:
 - Empowerment section;
 - Section development.

- c. The field of industrial facilities and infrastructure consist of:
 - Section of infrastructure and industrial facilities;
 - Division of industry standardization and ESDM.
- d. Industrial Product field, consisting of:
 - Functional Product Development Section;
 - Food Product Development Section.

Figure 4. Organizational structure of SME and industrial cooperatives



Source: *Department of Small and Medium enterprises of Bantul Regency 2020*

Main tasks of function of small and medium enterprises cooperatives

In accordance with the *Peraturan Bupati Bantul Nomor 122 Tahun 2016*, the KUKMP office has a duty to help the regent implement government affairs which is the regional authority and the task of co-administration of cooperatives, small medium enterprises, industrial and energy mineral resources. In carrying out the duties of the KUKMP Office organizes functions:

- a) Formulation policy of cooperative field, small business medium, industrial and energy mineral resources.
- b) Implementation policy of cooperative field, small business medium, industrial and energy mineral resources.
- c) Implementation of evaluation and reporting of cooperative field, small medium enterprises, industrial and energy mineral resources.
- d) Implementation of service administration in accordance with the scope of duties.
- e) Implementation of other functions provided by the Regent in accordance with the field of duty and function.

1. Human Resource management strategy

Build mental state civil apparatus to make it more productive and professional is not easy (Sukmajadi, 2019). Nevertheless, in the implementation and assessment of society, there are still negative stigma like lazy in working, always oriented with money when having to complete the task of administrative Services, incomprehension about the basic tasks and functions of employees, mentally terrorist or find a shortcut to reach the goal in achieving position, as well as the worse there is still ASN looking for a gap and way to commit corruption, 2019. This image is to be changed through bureaucracy reform (Katharina, 2018).

In the process of developing human resources, there are often violations of the principle of good governance (Keban, 2004). Good governance values do not appear suddenly therefore the government can be judged worthy and not based on the strategy applied. And the valuation of the strategy was taken from all fields handled by government agencies, but focused on the field that determines the fate of nations and States.

In order to carry out the duties and functions that have been applied to the Department of Small and Industrial business cooperatives, it takes the strength, professional, knowledgeable, and reliable human resources, commitment to the task, so as to make a maximum contribution to the achievement of the target performance that has been set. The Department of Small and Medium enterprises is supported by 43 personnel. Human resources have a leading role in every organizational activity. (Riyanto, 2019).

a. State of Officer

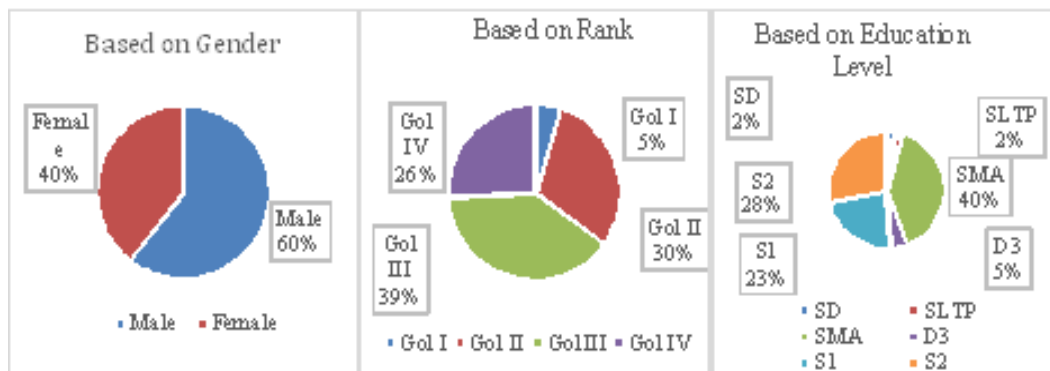
As of 31 December 2019 the number of civil servants in the Department of Small and Medium enterprises of Bantul Regency is 43 people with a balance of 26 (60.47%) Female and 17 (39.53%) Men. If it is based on the education level of the Department of Small and Medium enterprises of Bantul Regency, the education of SD As many People 1 (2.30%), SLTP as much as 1 person (2.30%), SLTA is the largest level of education with the number of employees as much as 17 people (39.60%), a Bachelor of 2 (23.30 4.60 Education S2 as many as 12 people (27.90%) was in the third Order followed by a junior degree and a SLTP and elementary school. Diversity of education levels, Groups, and the number of men and women can be seen in the tables and graphs below:

Table 2
Employee status

Number of employees	Gender		Rank/class				Education level					Ket	
	Male	Female	I	II	III	IV	SD	SLTP	SLTA	D3	S1		S2
1	2	3	4	5	6	7	8	9	10	11	12	13	14
43	26	17	2	13	17	11	1	1	17	2	10	12	

Source: KUKMP Office of Kab. Of Bantul 2019

Figure 5
Gender, rank, class and education characteristics
Dinas Cooperative Department & UKM Industrial District. Bantul Year 2019



Source: KUKMP Office of Kab. Of Bantul 2019

At the Department of Small and Medium enterprises of Bantul Regency there are 43 employees with the following ranks: As much as 2 people (4.70%) is a group I officer, 13 Group II officers (30.20%), 17 people (39.50%) was an employee of group III and 11 people (25.60%) is a group IV employee.

b. Circumstances by age

The state of the employees according to age at the Department of Small and Medium enterprises of Bantul Regency is shown in the table and graph below:

Table 3
Circumstances by age
Office of Small and Medium enterprises cooperatives
Regency of Bantul Year 2019

No	Office	Age					Amount	Ket
		< 25-35	36-45	46-50	51-55	56-60		
1	DKUKMP	7	15	9	5	7	43	

Source: KUKMP Office of Kab. Of Bantul 2019

From the table above, shows that the largest percentage of employees at the Department of Small and Medium enterprises of Bantul Regency is at the age range of 36-45 years, which is 15 people (34.88%), then in the range of 46-50 years as many as 9 people (20.93%), the age range of 25-35 years and 56-60 each year as much as 7 people (16.33%) While the employees at the age range of 51-55 years as many as 5 people with the smallest percentage, which is 11.53%.

Judging from the supporting facilities and infrastructure in the office of the Small and Medium Corporation, and Cooperative service is adequate enough, so it can be more optimal in carrying out the main task of its function in providing services to the community in a professional, and to become a true civil apparatus of the state-really serves the community widely.

Based on the above data can be seen that the composition of education there are still the JSS and SD. Efforts made to develop the quality of human resources can be done by training or capacity building as the *Undang-Undang Nomor 43 Tahun 1999*, article 31 stating that "to achieve the useful and useful results are held in the arrangement and implementation of the education and training of civil servants (PNS) that aims to improve the quality of , skills, abilities and skills ' ' which are then lowered by the *Peraturan Pemerintah Nomor 101 Tahun 2000* on Education and Training Department of civil servants.

Training is one of the competency development efforts undertaken to fill the competency gaps owned by civil state Apparatus (ASN) in carrying out duties and functions of Office (Tunsiah, 2017). The purpose and objectives of training is to improve the knowledge, skills and attitude to be able to perform the task professionally, creating the apparatus that is able to act, has a loyal attitude to the work.

Capacity Building is a set of strategies aimed at improving the efficiency, effectiveness, and responsiveness of government performance. Development of local government capacity always contains an understanding of various efforts to improve service performance to the community (Ratnasari, Makmur, & Ribawanto, 2013). This strategy is also used by DKUKMP to improve efficiency, creativity from the performance of its employees. In the context of human resource development The focus is established personnel. The activities used are training and setting up the working environment and done routinely once a year.

E. CONCLUSION

Measurement of the success of bureaucracy reform with quality and professionalism of performance to be guideline in achieving good governance. In the absence of policy implementation is determined by the content of the policy such as resources, personnel, management and rules, and on the other hand by the policies (Kamsiyah, Iskandar, & Rusliandy, 2016). Good Governance as the main goal in the implementation and improvement in the organizational system for better. The success of good governance can affect the welfare and justice according to the nation character. The Government of Bantul regency, especially in the Office of Small and Medium enterprises cooperative to conduct bureaucracy reform by doing strategy step, namely first: make a change of governance to the employees with the system, second: to improve the quality of human resources (SDM) with training and capacity building. Therefore, all government capabilities need to be directed to a systematic effort to build competency standards.

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