

## Model Analysis of Civil Servant Requirement in the Human Resources Development Agency (*BKPSDM*) of Balikpapan City

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### ABSTRAK

Saat ini dilakukan analisis kebutuhan pengembangan kompetensi pada level organisasi. Hasil penelitian ini menganalisis bahwa kebutuhan pengembangan kompetensi level organisasi pada unit *BKPSDM* Kota Balikpapan. Analisis dilakukan dengan pengumpulan data dan informasi tentang permasalahan dan tantangan *BKPSDM* ke depan. Hasil tersebut dapat menjadi acuan dalam melakukan analisis kebutuhan pengembangan kompetensi level individu dari masing-masing pegawai sesuai dengan jabatan yang diampu. Agar profesionalisme ASN dapat ditingkatkan maka pemerintah perlu melakukan upaya atau strategi, seperti menempatkan ASN sesuai dengan bidang atau keahliannya sehingga pekerjaan yang dihasilkan menjadi lebih produktif. Selain itu, pemerintah juga perlu menjaga kondusivitas lingkungan instansi atau organisasi. Dengan demikian, maka para ASN tidak mudah terpengaruh dengan lingkungan. Selain itu, perlu dilakukan sistem rekrutmen yang benar dan jelas, seperti yang sedang dicanangkan sekarang dengan sistem merit. Namun, jika berharap pada sistem merit saja, dirasa belumlah cukup, perlu ada kemauan untuk berubah dari diri sendiri. Seperti melaksanakan pekerjaan yang telah diterima dengan penuh tanggung jawab. Model yang sesuai dengan kebutuhan aparatur sipil negara yang kompeten di *BKPSDM* Kota Balikpapan sebagai berikut: Model *Quantum Leadership* dengan lima peran utama *follower* bagi aparatur yaitu: (1) Pertama, *strategic implementor*, disini aparatur berperan sebagai pihak yang mengimplementasikan hal-hal yang strategis dalam operasional organisasi kepentingan masyarakat. (2) Kedua, *follower as the leader*, walaupun posisinya dalam organisasi adalah sebagai pengikut pimpinannya, aparatur juga melaksanakan kegiatan kepemimpinan, misalnya seorang aparatur juga harus mempunyai inisiatif, melakukan kegiatan pengambilan keputusan, dan lain sebagainya. (3) Ketiga, *source of information*, aparatur berfungsi sebagai sumber informasi bagi organisasi dan masyarakat, yang dalam bahasa pemasaran hal ini biasa disebut sebagai *market intelligence*. Aparatur harus mampu mem-*back up* organisasinya sehingga organisasi tidak ketinggalan informasi tentang hal-hal yang terjadi di dalam ataupun di luar organisasi. (4) Keempat, *feedback provider*, aparatur wajib menyediakan umpan balik bagi kegiatan yang dilakukan oleh organisasi dan masyarakat agar berjalan di jalur yang benar. (5) Kelima, *friend and partner*, sebagai aparatur, yang berfungsi juga sebagai teman dan mitra kerja dari organisasinya dan masyarakat, tanpa dukungan semua pihak, tidak dapat membawa tujuan kepada keberhasilan. Lebih dari itu, adanya tuntutan keterbukaan dari berbagai aspek pemerintahan, berimbas kepada perlunya penguatan aspek hubungan masyarakat dan hubungan kerja terutama dalam menghadapi persaingan global saat ini.

Kata Kunci : Analisis Kebutuhan Pengembangan Kompetensi ASN; Profesionalisme ASN.

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## ABSTRACT

At present, there is an ongoing assessment of competency development requirements at the organizational level within the Balikpapan City *BKPSDM* unit. The findings of this examination delve into the necessity for competency development at the organizational level, scrutinizing the challenges and future issues faced by *BKPSDM*. The analysis involves the meticulous collection of data and information pertaining to the unit's challenges. These findings serve as a foundation for evaluating the individual competency development needs of each employee based on their respective roles. To enhance the professionalism of civil servants (ASN), the government must implement strategies such as aligning Civil Servants with their respective fields of expertise to maximize productivity. Furthermore, it is imperative for the government to uphold a conducive organizational environment to mitigate external influences on ASNs. A transparent and effective recruitment system, currently operating on a merit basis, is essential. However, relying solely on the merit system is insufficient; individuals must demonstrate a willingness to embrace change and take on responsibilities with dedication. The proposed model for competent state civil servants at Balikpapan City *BKPSDM* is the Quantum Leadership Model, encompassing five key follower roles: strategic implementor, follower as the leader, source of information, feedback provider, and friends and partners. These roles emphasize the multifaceted responsibilities of civil servants in executing strategic initiatives, showcasing leadership qualities, providing information, offering feedback, and fostering collaborative relationships. Additionally, meeting the demands for transparency in governance underscores the need to reinforce public relations and work relations, especially in the face of global competition.

*Keywords:* Analysis of Civil Servant Competency Development Needs; Civil Servants' professionalism; Model of the Need for Competent Civil servants in *BKPSDM* Balikpapan City

## Introduction

Analysis of employee needs, both in private companies and government environments, becomes increasingly crucial as institutions evolve. The growth of these organizations necessitates the recruitment of new employees to fill expanding units or roles. Several considerations must be taken into account when recruiting new employees, and a fundamental aspect of this process is the analysis of employee needs. Employee needs analysis is the cornerstone of organizational structuring. It is a logical and systematic calculation process involving all identified factors. This process aims to determine the optimal number and composition of civil servants required by an organizational unit to carry out their duties efficiently, effectively, and sustainably. The analysis of employee needs is based on various criteria, including: (a) Types of Work: Different tasks within an organizational unit, such as typing, case examination, research, and medical treatment, require distinct skill sets and expertise. (b) Nature of Work: The nature of the job, especially in terms of time standards, plays a significant role in determining the workforce formation. Some tasks may be confined to regular working hours, while others, like firefighting or healthcare, may

demand 24-hour availability. (c) Estimated Workloads: This involves calculating the average frequency of each type of work within a specific time frame. (d) Estimated Employee Capacity: Assessing the average ability of an employee to complete a specific type of work within a given period. (e) Level and Number of Positions: The determination of the organizational structure, positions, and ranks must be viewed holistically rather than on a unit-by-unit basis. (f) Job Analysis: Conducting a thorough job analysis helps crystallize the number and qualifications of employees required for efficient and effective task execution. (g) Principles of Work Implementation: The way tasks are executed influences the formation of the workforce. For instance, tasks performed in-house necessitate employee appointments, whereas outsourced tasks do not. (h) Available Equipment: The quantity and quality of work equipment significantly impact the number of employees needed. Well-equipped workspaces reduce the workforce requirement. (i) State/Regional Finances: Financial capacity is a crucial factor in determining the workforce formation. Even if based on a comprehensive needs analysis, the formation must align with the available budget capabilities. In the context of Indonesia, regional policies, such as the development of the smart city concept in Balikpapan, are guided by regulations like Law Number 23 of 2014. The application of employee needs analysis aligns with the Smart City concept, with variations across regions based on their specific resource considerations.

Balikpapan, a city honored with the Indonesian Smart City Index Award (IKCI) in the 2015 Kompas Daily version within the city category of 200 thousand to 1 million residents, achieved the 2nd position, following Yogyakarta. The Kompas Daily Version of Smart City Assessment evaluates cities based on three fundamental aspects: economic, social, and environmental. Cities recognized as "smart" are those adept at addressing citizens' needs and resolving challenges in the realms of economy, society, and environment. The assessment conducted by Kompas Daily encompassed 93 out of 98 cities in Indonesia (source: [www.balikpapan.go.id](http://www.balikpapan.go.id)).

An integral aspect to underscore is the purpose behind the bureaucratic reform initiated by the Indonesian government. This reform strives to cultivate a professional and competent government officials while eradicating corrupt practices such as corruption, collusion, and nepotism (KKN). Consequently, it becomes imperative to analyze positions and workloads to ensure that the employed personnel align with the needs and can efficiently fill vacant roles. However, insights gleaned from prior research, along with data and interviews consolidated in this article, reveal a persistent issue of position vacancies and an insufficient number of civil servants across various institutions, including the Personnel and Human Resources Development Agency

(*BKPSDM*) in Balikpapan City. This predicament has resulted in a decline in overall performance and service quality, leading to both physical and psychological fatigue among existing employees.

As of 2021, the total number of Civil Servants in Balikpapan City was recorded at 4,587 individuals, as per the official website of the Central Statistics Agency (BPS) of Balikpapan City (<https://balikpapan.bps.go.id>, accessed on August 30, 2022). According to the 2019-2024 Renstra Review of *BKPSDM* Balikpapan City, a lingering issue stems from the implementation of a protracted moratorium policy preceding 2019, resulting in an equitable distribution of the shortage of Civil servants across all Regional Officials Organizations. This shortage is particularly pronounced in functional positions within the Personnel and Human Resources Development Agency (*BKPSDM*) of Balikpapan City. The dearth of state civil servants in these critical roles is evident in the normative data of *BKPSDM* PNS Balikpapan for the year 2022:

**Table 1. Projection on the Civil servant requirement at *BKPSDM* of Balikpapan City**

No	Position	Education Requirement	Number of Employee Required
1	Head of the Regional Personnel, Education, and Training Agency	Priority for S2/S1 in Political Science or other relevant fields related to the duties of the position.	1
2	Secretary of the Regional Personnel, Education, and Training Agency	Priority for S2/S1 in Political Science or other relevant fields related to the duties of the position.	1
3	Head of the Human Resources Development Division	Priority for S2/S1 in Political Science or other relevant fields related to the duties of the position.	1
4	Head of the Performance and Employee Development Division	Priority for S2/S1 in Political Science or other relevant fields related to the duties of the position.	1
5	Head of the Career Development Division	Priority for S2/S1 in Political Science or other relevant fields related to the duties of the position.	1
6	Head of the Procurement, Termination, and Personnel Information Division	Priority for S2/S1 in Political Science, Law, or other relevant fields related to the duties of the position.	1
7	Head of the General Affairs and Personnel Subdivision	Priority for S1 in Political Science, Management, Public Policy, or other relevant fields related to the duties of the position.	1

8	Head of the Program Subdivision	Priority for S1 in Political Science, Management, Public Policy, or other relevant fields related to the duties of the position.	1
9	Head of the Finance Subdivision	S1 in Economics, Management, Accounting, or other relevant fields related to the duties of the position.	1
10	Personnel Information Sub-coordinator	DIV/S1 in Political Science, Management, or other relevant fields related to the duties of the position.	1
11	Employee Procurement Sub-coordinator	DIV/S1 in Political Science, Management, or other relevant fields related to the duties of the position.	1
12	Education and Training Progression and Certification Sub-coordinator	DIV/S1 in Political Science, Management, or other relevant fields related to the duties of the position.	1
13	Sub-coordinator for Technical and Functional Education and Training	DIV/S1 in Political Science, Management, or other relevant fields related to the duties of the position.	1
14	Sub-coordinator for Functional Position and Rank Development	DIV/S1 in Political Science, Management, or other relevant fields related to the duties of the position.	1
15	Sub-coordinator for Position and Performance Appraisal	DIV/S1 in Political Science, Management, or other relevant fields related to the duties of the position.	1
16	Sub-coordinator for Employee Welfare and Termination	DIV/S1 in Political Science, Management, or other relevant fields related to the duties of the position.	1
17	Sub-coordinator for Employee Development	DIV/S1 in Political Science, Management, or other relevant fields related to the duties of the position.	1
18	Training Analyst	DIV/S1 in the field of Economics/Social/Administration of State/Government/ Public Policy or other relevant fields related to the duties of the position.	1
19	Facilitation Analyst Competency Enhancement Analyst	DIV/S1 in the field of Economics/Social/Administration of State/Government/ Public Policy or other relevant fields related to the duties of the position.	1
20	Job Analyst	DIV/S1 in the field of Economics/Social/Administration of	2

		State/Government/ Public Policy or other relevant fields related to the duties of the position.	
<b>21</b>	Employee Analyst	DIV/S1 in the field of Economics/Social/Administration of State/Government/ Public Policy or other relevant fields related to the duties of the position.	2
<b>23</b>	Performance Analyst	DIV/S1 in the field of Economics/Social/Administration of State/Government/ Public Policy or other relevant fields related to the duties of the position.	1
<b>24</b>	Employee Compliance Analyst	DIV/S1 in the field of Law/Social/Administration of State/Government/Public Policy or other relevant fields related to the duties of the position.	1
<b>25</b>	Competency Development Analyst	DIV/S1 in the field of Economics/Social/Administration of State/Government/Public Policy or other relevant fields related to the duties of the position.	1
<b>26</b>	Human Resources Planning Analyst	DIV/S1 in the field of Economics/Social/Administration of State/Government/Public Policy or other relevant fields related to the duties of the position.	1
<b>27</b>	Planning, Evaluation, and Reporting Analyst	DIV/S1 in the field of Economics/Social/Administration of State/Government/Public Policy or other relevant fields related to the duties of the position.	1
<b>28</b>	Information System and Network Analyst	DIII/DIV/S1 in the field of Computer Science, Information Technology, or other relevant fields related to the duties of the position.	1
<b>29</b>	Human Resources Analyst	DIV/S1 in the field of Economics/Social/Administration of State/Government/Public Policy or other relevant fields related to the duties of the position.	1
<b>30</b>	Archivist	Senior High School/DI/DII/DIII in the field of Office Management/Administrative Office Management/Office Administration or other relevant fields related to the duties of the position.	1

31	HR Assessor	DIV/S1 in the field of Economics/Social/Administration of State/Government/Public Policy or other relevant fields related to the duties of the position. DIV in Government Management.	1
32	Financial Report Organizer	Senior High School /DI/DII/DIII in the field of Office Management/Administrative Office Management/Office Administration or other relevant fields related to the duties of the position.	1
33	Finance Administrators	Senior High School /DI/DII/DIII in the field of Office Management/Administrative Office Management/Office Administration or other relevant fields related to the duties of the position.	1
34	Planning and Program Administrator	Senior High/Diploma I (DI)/Diploma II (DII)/Diploma III (DIII) in the field of Office Management/Administrative Office/Office Administration or other relevant fields to the duties of the position.	1
35	General Administrator	Senior High /Diploma I (DI)/Diploma II (DII)/Diploma III (DIII) in the field of Office Management/Administrative Office/Office Administration or other relevant fields to the duties of the position.	1
36	Employee Discipline Manager	Senior High /Diploma I (DI)/Diploma II (DII)/Diploma III (DIII) in the field of Office Management/Administrative Office/Office Administration or other relevant fields to the duties of the position.	1
37	Manpower and Employee Procurement Manager	Senior High/Diploma I (DI)/Diploma II (DII)/Diploma III (DIII) in the field of Office Management/Administrative Office/Office Administration or other relevant fields to the duties of the position.	2
38	Human Resources Manager	Senior High /Diploma I (DI)/Diploma II (DII)/Diploma III (DIII) in the field of Office Management/Administrative Office/Office Administration or other relevant fields to the duties of the position.	1

<b>39</b>	Career Development Manager	Senior High /Diploma I (DI)/Diploma II (DII)/Diploma III (DIII) in the field of Office Management/Administrative Office/Office Administration or other relevant fields to the duties of the position.	2
<b>40</b>	Employee Performance Appraisal Manager	Senior High /Diploma I (DI)/Diploma II (DII)/Diploma III (DIII) in the field of Office Management/Administrative Office/Office Administration or other relevant fields to the duties of the position.	1
<b>41</b>	Training Organizer Manager	Senior High /Diploma I (DI)/Diploma II (DII)/Diploma III (DIII) in the field of Office Management/Administrative Office/Office Administration or other relevant fields to the duties of the position.	4
<b>42</b>	Office Facilities and Infrastructure Manager	Senior High/Diploma I (DI)/Diploma II (DII)/Diploma III (DIII) in the field of Office Management/Administrative Office/Office Administration or other relevant fields to the duties of the position.	1
<b>43</b>	Human Resource Management Information System Manager	S1/DIII/DIV in the field of Computer Science, Informatics Engineering, or other relevant fields to the duties of the position.	1
<b>44</b>	Driver	Senior High/Diploma I (DI)/Diploma II (DII)/Diploma III (DIII) in a field relevant to the duties of the position.	1
<b>45</b>	Salary Administrator	DI/DII/DIII/DIV in the field of Accounting, Economics, Statistics, or other fields relevant to the duties of the position.	1
<b>46</b>	Security officer	Senior High /Diploma I (DI)/Diploma II (DII)/Diploma III (DIII) in a field relevant to the duties of the position.	1
<b>47</b>	Custodian	Senior High/Diploma I (DI)/Diploma II (DII)/Diploma III (DIII) in a field relevant to the duties of the position.	1
<b>48</b>	Computer Technician	S1/DIII/DIV in the field of Computer Science, Informatics Engineering, or other relevant fields to the duties of the position.	1
<b>49</b>	Financial Verifier	DI/DII/DIII/DIV in the field of Accounting, Economics, Statistics, or other fields relevant to the duties of the position.	1



**Total Requirement**

57

Source: *BKPSDM* of Balikpapan City, Processed Data by Author, 2023

The provided data indicates the anticipated requirements for Civil Servant sin *BKPSDM* Balikpapan City, revealing a projected demand for 57 employees. Contrasting this with the current state civil servant data, we can examine the normative data of *BKPSDM* PNS Balikpapan for the year 2022, outlined as follows:

**Table 2 Data on Civil Servants by Position and Educational Background at *BKPSDM* Balikpapan**

No.	Position	Educational Background	
		Strata	Subject
(1)	(2)	(3)	(4)
1	Head of Regional Personnel, Education, and Training Agency	S1	Economic Management
2	Secretary of the Regional Personnel, Education, and Training Agency	S1	Faculty of Social and Political Sciences (FISIP) - Government
3	Head of Human Resources Development Division	S1	Medicine
4	Head of Performance and Employee Development Division	S2	Master of Management
5	Head of Career Development Division	S2	Master of Economics
6	Head of Procurement, Termination, and Personnel Information Division	S2	Master of Management
7	Head of General Affairs and Personnel Subsection	S1	Management
8	Head of Program Subsection	S1	Management
9	Head of Finance Subsection	S1	Accounting
10	Human Resources Analyst	S1	Administrative Science
11	Junior Expert in Public Administration	S2	Master of Management

12	Human Resources Analyst	S2	Master of Management
13	Junior Expert in Public Administration	S1	Law
14	Human Resources Analyst	S2	Master of Management
15	Junior Expert in Public Administration	S1	Business Management
16	Human Resources Analyst	S1	Government
17	Junior Expert in Public Administration	S2	Master of Public Administration
18	Human Resources Analyst	S1	Management
19	Junior Expert in Public Administration	S1	Information Technology
20	Treasurer	S1	Law
21	Expert in Computer Infrastructure	DIV	Population Administration and Civil Registry
22	Human Resources Analyst	S1	Public Administration
23	Junior Expert in Public Administration	SMA	Natural Sciences
24	Job Analyst	S2	Administrative Science
25	Skilled Computer Administrator	DIII	Information Management
26	Proficient Computer Administrator	DIII	Information Technology
27	Analyst of Integrity and Discipline Enforcement for Civil Servants	DIII	Law
28	Skilled Computer Administrator	DIII	Information Management

29	Proficient Infrastructure Administration	SMA	Natural Sciences
30	Performance Analyst	SMA	Biology
31	General Administrator	SMA	Commerce
32	Expert Junior Human Resources Analyst	S1	Psychology
33	Skilled Archivist	S1	Management
34	Financial Report Manager	S1	Accounting

Source: *BKPSDM* of Balikpapan City, Processed Data by Author, 2023

According to research conducted by Alifudin Al Islami and Agung Surianto in 2022, as documented in the journal titled "Analysis of the vacancy of positions to optimize the performance of the employees of the Bank Jabar Bank," it is highlighted that position vacancies can significantly disrupt employee performance, hindering them from fulfilling their duties and functions effectively. The presence of position vacancies and an insufficient number of state civil servants may result in an increased workload, leading to physical and psychological fatigue. Moreover, the shortage of personnel can escalate the workload for other employees. Table 2 indicates a discrepancy in the formal educational backgrounds of some employees, further underscoring the potential impact on service quality and overall performance.

Supporting this data, insights gathered from telephone/WhatsApp interviews, particularly with job analysts, reveal a historical moratorium before 2019 and an ongoing challenge in achieving equalization. The inadequacy of employees within the General Functional Position (JFU) and specific functional positions (JFT) within *BKPSDM* is evident, with mismatches observed between the educational background of personnel and the positions they currently occupy.

The findings from both interviews and empirical data emphasize the dual deficiency in quantity and quality of employees at *BKPSDM* Balikpapan City. Quantitatively, the existing number of employees falls short of the projection required by *BKPSDM* Balikpapan City. Qualitatively, disparities in educational qualifications and levels of education compared to the

positions held and the corresponding fields of work further contribute to the challenges faced by the institution. In light of these conditions, a comprehensive reassessment of Civil servants requirement is deemed essential, incorporating accurate analyses of positions and workload considerations..

To address the identified challenges, the researchers have proposed the establishment of a Civil servants Analysis Model in *BKPSDM* Balikpapan City. This model aims to rectify the existing issues by ensuring alignment between the educational background and qualifications of employees with the positions they occupy. Additionally, it seeks to facilitate the effective and efficient recruitment of suitable personnel.

Recognizing the imperative need for accurate calculations of Civil servant requirements based on job analysis and workload, the authors embarked on a research initiative focused on these aspects at *BKPSDM* Balikpapan City. This study is titled "Model of the Analysis of the civil servant requirement servants in ] Balikpapan City Personnel and Human Resources Development Agency.

To gain comprehensive insights into the implementation and impact of job analysis and workload analysis on the management of Civil servants (ASN) in Balikpapan City, the research formulates several key problems that will serve as the primary focal points of investigation.

- 1) How does the Human Resources Development and Personnel Agency (*BKPSDM*) of Balikpapan City conduct job analysis and workload analysis? This aims to reveal the processes involved in conducting such analyses, including the stages involved, techniques used, as well as the data sources and information referenced.
- 2) What methods and approaches does *BKPSDM* use in analyzing the civil servant requirement? This focuses on demonstrating the principles, methods, and approaches used by *BKPSDM* in the job and workload analysis process, including questions about how the procedures and ethics of workload determination are determined through an understanding of the civil servant requirement.
- 3) How are the results of this job and workload analysis applied in the operational aspects of *BKPSDM* and contribute to the improvement of efficiency and effectiveness of public services? This seeks to explore how the reports and findings from previous analyses are applied in day-to-day practices. The goal is to understand how these analysis results positively impact the organization's performance and public services in general.

Through addressing these questions, the research endeavors to offer fresh insights and comprehension regarding the execution of position analysis and workload in the realm of public administration, particularly within the city government setting. The primary objective is to attain a profound understanding of this process and elucidate how the outcomes are leveraged to cultivate more streamlined city government organizations and deliver effective public services.

## Research Methods

The research methodology employed in this study is qualitative research with a descriptive approach. The objective of this research is to delineate the advantages and roles of job analysis and workload analysis in the process of planning the requirements of the Civil servants in *BKPSDM* Balikpapan City. Qualitative research was chosen as the most fitting method for this study due to its suitability for exploring problems within a dynamic social context, particularly in the focus area of analyzing the requirement of Civil Servants. The emphasis of this research lies in capturing the perspectives and experiences of the participants.

Simangunsong (2016: 90) notes that in qualitative research, the design can vary, adapting to the natural form of qualitative research characterized by emergent properties where phenomena spontaneously arise in accordance with natural principles. The researcher encounters and explores phenomena as they manifest during the research process in the field.

*"Setiap penelitian kualitatif pemerintahan, bentuk desain penelitian dimungkinkan bervariasi karena disesuaikan dengan bentuk alami dari penelitian kualitatif itu sendiri yang mempunyai sifat emergent dimana fenomena tiba-tiba muncul sesuai dengan prinsip alami. Pada dasarnya fenomena muncul apa adanya sesuai dengan yang dijumpai oleh seorang peneliti dalam proses penelitian di lapangan"*.

In line with this understanding, the researchers aim to comprehend the situation prevalent in local government agencies, specifically concerning the resource civil servant requirement of the agency under investigation. The chosen method is descriptive as the research seeks to provide a detailed account of the benefits and functions of job analysis and workload analysis in evaluating the civil servant requirement Servants.

Therefore, the combination of qualitative research methods with a descriptive approach is deemed appropriate for addressing the issues inherent in researching the analysis model of the civil servant requirement in *BKPSDM* Balikpapan City.

## **Results and Discussion**

### **1. Job Analysis at *BKPSDM* of Balikpapan City**

The roles of *BKPSDM* of Balikpapan City are specified as follows.

- a.** Formulating and handling in the preparation of policies, programs, and activities in the field of personnel and human resources development;
- b.** Preparing the guidelines, technical instructions, and implementation guidelines for policies in the field of personnel and human resources development;
- c.** Executing the policies in the field of personnel and human resources development; in carrying out their duties and functions, the Head of the Agency, Secretary, Head of Division, Head of Subdivision, Head of Subsection, and Functional Group must apply principles regarding the pattern of mechanisms of work relations and coordination, both within their respective environments and between organizational units within the regional government as well as other institutions outside the regional government in accordance with their respective duties and functions. Structural positions in the Agency are appointed and terminated in accordance with the provisions of laws and regulations.

The placement of employees in regional officials is required to align with government competencies as stipulated by statutory provisions. Law Number 5 of 2014 regarding the Civil servants underscores the implementation of the merit system in the policies and management of the Civil Servants.

The merit system, as defined by the law, involves Civil Servant policies and management based on qualifications, competencies, and performance, administered fairly and impartially without any form of discrimination. This system ensures that the placement of employee positions is transparent and conducted in a professional manner. By adhering to the merit system, local governments are facilitated in placing employees appropriately and professionally, benefiting from established foundations and guidelines that guide the process. The merit system, therefore, serves

as a framework for fair and equitable employee placement, contributing to the effective functioning of regional officials.

The interviews with the Secretary of the Balikpapan City *BKPSDM* provide valuable insights into the purpose and significance of training in the preparation of position analysis for the civil servant requirement servants (ASN) and workload analysis. According to the Secretary, the primary objective of this training is to cultivate high-quality human resources capable of contributing to economic development. The training aims to clarify the roles and responsibilities of employees in their respective positions, emphasizing the importance of understanding the authority, purpose, and methods associated with their work. Additionally, the training seeks to assess the abilities and attitudes required to execute their duties effectively.

In accordance with Law Number 5 of 2014 concerning Civil Servants, government agencies are mandated to compile information on the number and types of positions and conduct workload analysis. The preparation of the Civil Servants' position and workload needs spans a five-year period, detailed on an annual basis to address priority needs. This process involves organizing position analysis and workload analysis activities, as directed by the *BKPSDM*. Through position analysis, valuable job-related information is gathered, serving as a guide for creating job descriptions and evaluating the extent to which position requirements are met.

The Secretary emphasizes that workload analysis is a systematic management technique designed to assess the effectiveness and efficiency of organizational work based on workload volume. The outcomes of this analysis serve as benchmarks for employees and organizational units in task distribution and performance evaluation. This includes establishing work completion norms, efficiency levels, workload standards, and performance criteria. Furthermore, workload analysis contributes to the compilation of employee formations and the enhancement of overall system procedures and management practices.

In the context of job analysis, the research emphasizes that it is a process involving the collection and analysis of information about work. This includes job descriptions, indicators, required education and competencies, operational procedures, work outcomes, and criteria for compensation and performance evaluation. Job analysis proves essential for various organizational functions, including withdrawal strategies, selection, performance appraisal, training and development, and the design and redesign of human resources.

Overall, the interviews and provided information underscore the critical role of position analysis and workload analysis in creating a well-informed foundation for effective human

resource management, organizational efficiency, and the optimization of public services in the city of Balikpapan. .

Position analysis plays a crucial role in providing essential information for companies, influencing various aspects such as withdrawal strategies, employee selection, performance appraisal, training and development, and the design or redesign of human resources (Armstrong, 2009: 98). This process involves gathering and studying information related to the operational aspects and responsibilities of a job. Job analysis, on the other hand, offers a comprehensive overview of a job's duties, responsibilities, its interrelation with other roles, required knowledge and skills, and the work environment.

The purpose and benefits of position analysis, as highlighted in a study (Kindai, Vol 17, Number 3, Pages 325-346), extend to serving as the foundation or guidelines for companies in recruitment, placement, and determining employee numbers. Position analysis forms the basis for implementing mutations, promotions, training programs, and compensation structures. Sedarmayanti (2010: 21) emphasizes that job analysis serves several purposes, including employee withdrawal, selection, and placement, guiding the preparation of training and development programs, assessing performance, improving work methods, organizational planning, employee promotions and transfers, planning facilities and equipment, and offering guidance and counseling to employees.

To design the organization and establish job descriptions, job specifications, and job evaluations, Mondy (2008: 67) suggests that aspects of job analysis, including job description, job specifications, and job evaluation, need to be carefully considered. Job description outlines duties, responsibilities, work conditions, and employment relations for a specific position. Job specifications list the human demands of a position, considering education, skills, and personality traits. Job evaluation assesses the weight, difficulty, and risk associated with a position to determine its ranking and corresponding salary.

The process of job analysis involves several stages, including planning, team formation, notifying targeted organizational units, and submission of training analysis forms. This process contributes to increasing competencies—comprising knowledge, expertise, and attitudes—leading to improved work productivity and organizational performance.

Furthermore, the study emphasizes the importance of identifying the needs for competency development at the organizational level. Using a qualitative and descriptive approach, the study aims to solve real organizational problems through the collection, classification, and analysis of



data and information. Data is gathered through questionnaire forms on competency development needs and focus group discussions. The results are intended to serve as a reference for analyzing the individual competency development needs of each employee based on their respective positions.

## **2. Civil Servants' Competence and Professionalism Enhancement Strategies**

The development of the Civil servants (ASN) is a crucial strategy for enhancing competence and professionalism, particularly within functional positions such as the Personnel Analyst (JFAK). This study aims to investigate the development model of JFAK in *BKPSDM* Balikpapan City, along with identifying inhibiting factors. Employing a descriptive qualitative approach, the research utilizes interviews and focused group discussions.

The findings reveal suboptimal development of JFAK, characterized by inappropriate employee placement, unclear rotation policies, inadequate task distribution, non-standardized credit score assessments, and less professional credit score assessment procedures. As Akbar (2014) underscores, enhancing CIVIL SERVANTS competence is achieved through occupational education, formal and non-formal training, independent learning, and other development activities. This is essential to ensure effective and efficient public services while elevating professionalism in service delivery.

A central issue highlighted in the study is the insufficient alignment of CIVIL SERVANTS with their competencies. Sumardi (2011) echoes this concern, stating that competencies have not become the primary basis for managing the resources or implementing competency-based human resources management (CBHRM) in various ministries, institutions, and local governments. According to Pramusinto (2020), building organizational commitment and improving professionalism necessitate changes within the organizational context, including enhancing civil servants' competencies through education, training, career development, and sustainable competency development. The attainment of Civil Servants' professionalism is contingent upon the implementation of the merit system and a commitment to reform.

### **a. Merit System**

The merit system is a method of recruiting employees based on qualifications, competence, and performance in a fair manner without discrimination based on background. Quoting Fadil et al. (2005), "A merit system, based on the principle of equity, provides rewards based on individual performance. In a merit system, each employee is evaluated based on their individual performance

and is compensated accordingly. It is a system that emphasizes individual initiative and performance, rather than group affiliation or seniority." This system is adopted from successful countries in human resource management, such as Korea and Singapore, with the goal of finding and placing employees according to their abilities.

The current recruitment system for Civil Servants is not merit-based but is instead based solely on the highest education level attained or political decisions. The Civil Servants' Roadmap 2015-2019 includes three objectives: Civil Servants Planning, Recruitment, and Professionalism. The aim is for civil servants to work more productively, effectively, and efficiently.

To create a clean government and good governance, changes are needed, as reflected in Law No. 5 of 2014 concerning the Civil Servants. The issue of seniority in education and training (Diklat) needs to be changed, and the mindset of civil servants needs to shift from "asking to be served" to "serving the people." Individual civil servants need to be willing to change. Examples of leaders like President Joko Widodo, who directly listens to the complaints of the people and takes action for change, are what society hopes for.

b. Commitment

To enhance the professionalism of Civil Servants, it is necessary to place them based on their expertise, maintain a conducive work environment, and establish a clear recruitment system such as a merit-based system. However, that alone is not sufficient; it is also crucial for individuals to have the willingness to change and take responsibility for their work.

Commitment is defined as a sense of identification, engagement, and loyalty to the organization. It includes three elements: (1) identification with the organization's goals, (2) engagement in organizational tasks, and (3) loyalty to the organization. Thus, commitment is a self-promise that needs to be fulfilled and manifested in behavior.

Before their appointment, civil servants take an oath or pledge during the inauguration ceremony. However, based on data from the Corruption Eradication Commission (KPK) in 2021, Indonesian civil servants have not fully committed to fulfilling their pledges.

Strategies that can be implemented by civil servants and the government to fulfill their commitments include strengthening faith and religious values, as well as reinforcing a sense of patriotism in every civil servant. This is intended to encourage civil servants to think twice before engaging in actions detrimental to the country and future generations, including the generations of their children.

c. Innovative

Innovation is the process of renewal towards something better, led by an inventor or initiator of the process. Public service in the old system is considered outdated, especially in this era of advanced technology. Government employees strive to seek and introduce innovations in services to the public and private sector. This innovation is crucial because the private sector also plays a significant role in the governance system in Indonesia. The two elements that should feel the impact of this innovation are the public and the private sector.

d. Community

The public often feels frustrated with public services due to their slow and convoluted nature, discouraging people from dealing with administrative matters. Therefore, innovations that can facilitate the public in handling administrative tasks are needed. For example, the Ministry of Administrative and Bureaucratic Reform (Kemenpan RB) organizes a competition for public service innovations. This initiative encourages the creation of new things in public services and instills confidence in the community. This innovation transforms the perspective of civil servants (ASN) to be competition-oriented and productive.

e. Private Sectors

Private sectors significantly contribute to projects in Indonesia, including infrastructure development. They provide benefits in line with the increasing needs for development and the equal distribution of infrastructure. Collaboration between the government (ASN) and the private sector is not limited to infrastructure but also extends to areas such as health, the economy, and security.

Civil Servants need to have the ability to establish mutually beneficial collaborations with the private sector. The community needs to trust that cooperation between the government and the private sector is beneficial. There is a need to enhance transparency so that the public does not feel disadvantaged by such collaboration agreements. Civil Servants also need to explain that the government requires private sector assistance to govern the country.

Appreciating innovators is crucial to enhance the creativity and motivation of other Civil Servants to create new innovations. Therefore, every innovation should benefit the government, the public, and the private sector, while also being adaptable to local needs.

The contemporary model of Administrative and Supportive Personnel requirements plays a crucial role in fostering innovation, particularly within regional contexts. Functioning as a role model, coach, consultant, and collaborator, the indispensable contribution of Civil Servants is pivotal in cultivating local innovation. Notably, several successful innovations have emanated

from the active involvement of Civil Servants, highlighting the tangible impact of their role. Referencing Susanto's Quantum Leadership model (2010, p. 90), there are five primary roles as follows.

1. Strategic Implementor: Officials play a role in implementing crucial strategies in the operational aspects of the organization for the benefit of the community.
2. Follower as the Leader: Despite their position as followers, officials often also lead, for example, in terms of initiatives and decision-making.
3. Source of Information: Officials function as a source of information for both the organization and the community.
4. Feedback Provider: Officials have provided feedback for organizational and community activities to ensure everything runs smoothly.
5. Friend and Partner: Officials also serve as companions to the community, supporting all formulated goals.

The law on information openness and the demand for stronger public relations are driving the need for officials who can compete at the global level.

#### ***a. Civil Servants with National Characters***

In the era of the ASEAN Economic Community (AEC), human resources take center stage as crucial priorities, demanding a bureaucracy that is not only responsive but also characterized by traits such as innovation, adaptability, competitiveness, and anticipation, all in service to the public. The government, recognizing the significance of this, formulated the 2015-2019 National Medium-Term Development Plan (RPJMN), with a specific focus on the mentality of the officials as a priority dimension within human development.

Law Number 5 of 2014, which addresses the Civil Servants, serves as the foundational framework for transforming administrative management into a performance-based system. This shift redirects the orientation of Administrative and Supportive Personnel from being structurally oriented to functionally oriented and from a rule-based bureaucracy to a performance-based one. The intent of this legal orientation is to make Civil Servants the primary target for instigating changes in mindset and cultural practices among state government administrators.

Apart from the imperative to employ competent and professional ASN, the personal character of these individuals is deemed a matter of serious concern. The values, norms, behaviors,

and ancestral identities in certain regions risk fading quickly if not aligned with global demands. The community's perception of civil servants as being slow, convoluted, inconsistent, feudal, and lazy underscores a reflection of past administrative practices that urgently require transformation to meet the challenges of future governance and align with community expectations.

Recognizing this need for change is essential for the country to compete effectively in the global era. It involves not only shaping characters with integrity but also forging a national personality that reflects the values and aspirations of the nation.

***b. Integrity (honest, trustworthy, well-mannered, responsible)***

Integrity, encompassing qualities such as honesty, trustworthiness, character, and responsibility, holds paramount significance in society, particularly within the Civil servants of Indonesia. The nation grapples with an integrity crisis, notably within the bureaucracy that directly engages with the community. Individuals within the Civil Servants who embody integrity play a pivotal role in addressing the challenges facing the nation and serve as exemplars for others to follow. These concrete steps are feasible to take.

1. Civil Servants must have clear roles and functions at all levels of government.
2. The need for programs and activities based on integrity values.
3. Improvement of education and training to shape the mentality, attitudes, and competence of Civil Servants.
4. Implementation of coaching, mentoring, counseling, internships, and job enlargement.
5. Providing educational scholarships for Civil Servants.
6. Enhancement of incentives and other guarantees so that the welfare of Civil Servants is not a reason for low performance.
7. Clear and strict regulations regarding the basic values and code of ethics of ASN.
8. Increasing the number of universities as pioneers of mental revolution.
9. Civil Servants must be an example and role model for their work environment.
10. Increase in the number of Integrity Zones and Clean Bureaucracy Regions.

Through these concerted efforts, there is an optimistic aspiration that the Civil servants can develop world-class integrity. Furthermore, the emphasis on integrity aligns seamlessly with the crucial role of serving the community and reinforces the cohesive bond inherent in the Unitary State of the Republic of Indonesia. The enhancement of professionalism and work ethics

necessitates a transformation in the mindset and culture of the ASN, guided by the following principles:

1. Work is a blessing, done sincerely and with gratitude.
2. Work is a trust, performed correctly and responsibly.
3. Work is a calling, done with complete integrity.
4. Work is actualization, done with hard work and enthusiasm.
5. Work is worship, done seriously and with love.
6. Work is an art, done intelligently and with creativity.
7. Work is an honor, done with diligence.
8. Work is a service, done with humility.

In order to realize these work ethics, multidimensional approaches are needed as follows.

- a. Training for “the head” : Trainings addressed to develop one’s mind, knowledge and comprehension.
- b. Training for “the hands”: Trainings that are intended to improve ones’ skills, competences and habits..
- c. Training for “the heart”: Trainings intended to enhance the motivation and attitude.

The goal of the development is to develop civil servants with good characteristics, competences and performance, with major manifestations as follows.

- a. Strengthening a culture of excellence
- b. Improving work productivity
- c. Deepening the meaning of work
- d. Building work motivation
- e. Enhancing love for the profession

Law No. 5 of 2014 mandates the Civil servants to function as a unifying element of the nation, upholding the principles of Pancasila and the 1945 Constitution, especially within the dynamic global context. As a symbol of unity, Civil Servants are expected to embody the principles of mental revolution, fostering mutual cooperation for the welfare of the Indonesian people. Regrettably, some Civil Servants neglect their primary tasks and professional code of ethics, eroding public trust. Despite prioritizing the transformation of Civil Servants from a comfort zone to a competitive zone, the harmonization and synergy among Civil Servants remain crucial to achieving common goals, prioritizing public interests over personal or group interests. The direct

interaction of Civil Servants with the community is integral to achieving quality results in the government system. According to Law No. 5 of 2014, Civil Servants should strengthen the unity and cohesion of the Civil Servants Corps, uphold ethics and professional standards, serve as a unifying force for the nation, and set an example in their social environment and work, contributing to the improvement of government management and the welfare of the nation and country.

The 2015-2016 global competitiveness report positions Indonesia at 37 out of 140 countries, trailing behind Singapore, Malaysia, and Thailand, with Civil Servants productivity being a key determinant of international competitiveness. Therefore, Civil Servants must strive to become a positive change agent, promoting local potential, ensuring legal certainty and regulations, and possessing technological skills, proficiency in foreign languages, and robust networks. Additionally, Civil Servants are expected to support local products globally through the e-government concept, facilitating the development of local products with technology, information, and communication. Civil Servants act as a facilitator for the community and businesses in marketing local products, and the quality of Civil Servants can be measured by their insights and impact on public services. In the face of various challenges, a broad-minded Civil Servants are needed to encourage community productivity and quality, aligning with the goals of the 3rd National Medium-Term Development Plan (RPJMN) 2015-2019.

Professionalism is the central focus of the government in developing quality Civil servants, as reflected in the National Medium-Term Development Plan (RPJMN) III (2015-2019). This plan aims to drive development by emphasizing economic competitiveness, harnessing human resources (SDA), fostering quality human resources (HR), and enhancing science and technology capabilities. Challenges in the 2015-2019 Civil Servants development roadmap include the misalignment between Civil Servants availability and qualifications with development strategies, necessitating Civil Servants with proficiency in foreign languages, IT, collaboration, and networking.

The primary rationale for cultivating adept ASNs in the 2015-2019 RPJMN is to enhance the effectiveness of the Indonesian government, as indicated by the 2013 World Bank Worldwide Governance Indicators, which reveals Indonesia's superiority over only a few countries such as Myanmar, Timor Leste, and Cambodia. This assessment encompasses the quality of public and civil service, independence from political pressure, and the formulation of high-quality policies. ASNs with global insight are characterized by excellent communication skills, advanced education

and intellect, proficiency in foreign languages, and mastery of Information and Communication Technology (ICT).

### ***c. Communication***

Communication serves as the process through which information, ideas, and emotions are conveyed from one individual to another, with the objective that the information is comprehended and acted upon. Its pivotal role extends to human interactions, whether within a group or organization. Communication functions encompass the attainment of shared understanding, trust-building, coordination of actions, strategic planning, division of labor, facilitation of group activities, and the sharing of emotions.

Effective communication is characterized by clarity, trustworthiness, and the ability to foster collaborative actions. In the governmental context, the Civil servants hold a crucial role in disseminating information to the public. A communicative Civil Servant can facilitate efficient and effective public services, fostering public trust in the information being conveyed.

Communication is equally significant in the working relations within the government, involving interactions among superiors, subordinates, and colleagues. To achieve effective communication, various strategies can be employed, such as direct action, regulation of information flow, utilization of feedback, empathy, repetition, mutual trust, precise time determination, language simplification, effective listening, and addressing rumors.

Instructions or information provided by superiors must be implemented by subordinates. However, if the information lacks persuasiveness, subordinates may hesitate in its execution. Hence, it becomes imperative for Civil Servants to convey information persuasively and communicatively to cultivate harmonious work relationships and provide excellent public service.

### ***d. Educated or Intellect***

Education stands as the primary capital for attaining goals, wielding significance not only within one's immediate surroundings but also in meeting the demands of various professions, including that of a Civil Servant. Intellectual development through education enhances the quality of individuals, enriching them both theoretically and in practical application. As public servants and role models, Civil Servants are anticipated to possess extensive knowledge, exemplified by a deep understanding of crucial areas such as land matters, contributing to the enhancement of community standards of living.



### ***e. Foreign Language Skills***

Language serves as the primary communication tool for collaboration between countries. In the era of globalization, possessing the ability to master more than one language, particularly English, provides a distinct advantage in the professional endeavors and career trajectory of a Civil Servants. Given the challenges presented by the ASEAN Economic Community (AEC), having quality Civil Servants who are proficient in foreign languages becomes indispensable.

### ***f. ICT Skills***

The management and mastery of Information and Communication Technology (ICT) have become increasingly crucial in the modern information age, and this holds true for the Civil Servants. Technology not only facilitates access to information but also streamlines communication, making it an essential tool for running an efficient and effective government.

The government has introduced technology-based systems such as e-PUPNS for employee data collection and e-KTP for citizen data collection, simplifying processes and enhancing data accuracy. Civil Servants are expected to possess the skills to control ICT, supporting the implementation of these systems and improving services to the community.

In the face of globalization and the digital era, ASNs are required to be adept at working with the latest technologies, including computers and the internet. An ICT culture should be integrated into the government and public services systems to elevate the performance and effectiveness of Civil Servants, particularly in dealing with the challenges presented by the ASEAN Economic Community (AEC).

Establishing an ICT culture necessitates a positive attitude and interest in using technology at work, fostering effective utilization that positively impacts the organization. Training in ICT is crucial to ensure that Civil Servants continuously grow and remain competitive in the era of globalization. This proactive approach will prepare Civil Servants for the implementation of e-Government initiatives, contributing to making Indonesia a country with a robust internet network and world-class Civil Servants.

## **Conclusion**

Analysis of the civil servant requirement at the Human Resources Development and Management Agency (*BKPSDM*) in the Balikpapan City involves several stages, including planning, team formation, communication with target organizational units, and implementation of

the analysis form. The goal of this analysis is to identify and create solutions for future issues and challenges at *BKPSDM*. This process helps determine the competence development needs at the organizational and individual levels based on the roles and positions of each ASN.

*BKPSDM* in the Balikpapan City employs several strategies to address the challenges of Civil Servants need analysis, including:

- a. Conducting guidance that focuses on improving the competence and professionalism of Civil Servants
- b. Placing Civil Servants in positions that align with their expertise and field to achieve higher work productivity. The work environment of the institution or organization is maintained conducive. Recruitment is carried out honestly, fairly, and openly to obtain Quality Civil Servants.
- c. Guiding Civil Servants to have integrity is done through a series of strategies involving the implementation of duties, training, programs, and activities based on values, the formulation of regulations related to the ethics of Civil Servants' work, the enhancement of incentives and other guarantees for Civil Servants, and the increase in the number of Integrity Zones and Corruption-Free Areas.

These following models are regarded appropriate and fit to the civil servant requirement at *BKPSDM* of Balikpapan City.

- a. In the Quantum Leadership model, civil servants in the *BKPSDM* in Balikpapan City play a crucial role in several aspects. They act as strategic executors, leading even from a follower position, serving as essential sources of information for the organization and society, providing feedback to ensure activities run correctly, and functioning as companions and work partners.
- b. The demand for transparency in today's government requires the strengthening of public relations and collaboration, especially in the face of global competition. Civil Servants play a significant role here, aiding in the creation of innovation, particularly at the local level. As role models, coaches, consultants, and collaborators, they help shape innovation in various fields.
- c. It is important for civil servants to preserve and apply local wisdom as a solution to various challenges faced by Indonesia, such as pluralism, inequality, and social

upheaval. This approach can also promote the revival of positive work spirit and culture, aiding in serving the community and fostering better development.

- d. In the era of globalization, almost everything is aided by technology. It is time for Indonesia's human resources, especially in the government sector, to enhance their capabilities in technology. Therefore, civil servants who can master Information and Communication Technology (ICT) are highly needed.

As recommendation :

1. Civil servants with world-class competitiveness are demanded to be able to introduce the local potential of each region, especially the flagship products of each area. Civil servants must be able to provide information about regulations, procedures, mechanisms, and technical aspects to the entire community, especially related to the expected production quality up to marketing strategies. World-class competitive civil servants are also expected to provide certainty and clarity to the public so that they are not confused and hesitant in preparing the productivity of their excellent products, especially certainty about the policies in effect.
2. Civil servants must also master Information and Communication Technology (ICT), which is important in the implementation of information and communication systems to facilitate services to the public and the data collection of civil servants.
3. Integrity of civil servants is crucial, where they must demonstrate commitment and loyalty to the community, nation, and state. The execution of tasks aligns with their promises, prioritizing the interests of the community, and making noble duties as public servants with full responsibility.

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