

INCREASING THE CAPACITY OF VILLAGE APPARATUS IN IMPLEMENTING PUBLIC SERVICE FUNCTIONS IN BACIRO VILLAGE, GONDOKUSUMAN SUB-DISTRICT, YOGYAKARTA CITY

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ABSTRACT

Efficient and effective public services are important to fulfill the needs of the community. Increasing the capacity of village apparatus in implementing public service functions is the key. However, village apparatus participation in increasing knowledge and skills related to tasks and functions in Baciro Village is low. This study aims to analyze and describe the capacity building of the village apparatus in implementing public service functions in Baciro Village, Gondokusuman, Yogyakarta City. This study used a quasi-qualitative method. Data collection techniques covered interviews, observation, and documentation. The results of the study showed that capacity building covered three dimensions, namely human resource development, organizational strengthening, and institutional reform. Meanwhile, human resource development needs to be improved in terms of quality and quantity so the village apparatus can be competent in helping the community in solving obstacles. In terms of organizational strengthening, the existing organizational structure is clear and the village apparatus understands their duties and responsibilities. In terms of institutional reform, the services provided are always transparent so that the community can easily access information and supervise all aspects carried out by the village apparatus for the welfare of the community and the interests of the organization. In this case, the apparatus has to be professional in carrying out their duties. It can be concluded that the capacity building of the apparatus in organizing public service functions in Baciro Village is considered in a fairly good category but it requires improvement in some aspects.

Keywords: Capacity Building, Apparatus Capacity, Public Service

INTRODUCTION

Public services are an important aspect of public administration. Public bureaucracy greatly contributes to realizing public welfare because everything included in the scope of state administration cannot be separated from the context of public service and public affairs.

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Bureaucratic reform is implemented to form good governance.

Capacity building is the right of all state civil apparatus (ASN) to obtain useful skills in supporting an organization as stated in Article 22 of Law Number 20 of 2023 concerning State Civil Apparatus. The article mandates that every apparatus has the right to be developed by the government, both central and regional governments. The development of the organization, bureaucratic reform, and human resources in Baciro Village are less optimal and even some apparatuses have not mastered the field of public services. Meanwhile, Law Number 20 of 2023 Article 31 mandates the development of competencies for ASN, socialization and training in this area are still limited so some apparatuses have not mastered public services.

Table 1. Frequency of Baciro Village Activities

No.	Socialization/training/workshop	Provider	Date	Venue
1.	Socialization of Population Administration Services Using JSS during the COVID-19 pandemic	Population and Civil Registration Agency of Yogyakarta City	Thursday, 15 July 2021	Zoom Meeting
2.	Socialization of Public Service Innovation	Regional Secretary of the Special Region of Yogyakarta	Thursday, 22 October 2021	Zoom Meeting
3.	Jogja Solid Consolidation Service for Population Data	Population and Civil Registration Agency of Yogyakarta City	Wednesday, 30 June 2021	Zoom Meeting
4.	Socialization of Appointment and Promotion of the Main Functional Positions	BKD DIY	Friday, 17 March 2022	Zoom Meeting
5.	Workshop on Public Service Improvement	Organizational Division	Tuesday, 14 June 2022	Cavington Hotel Yogyakarta
5.	Socialization of Digital Population Identity	Population and Civil Registration Agency of Yogyakarta City	Monday, 24 October 2022	Jambu Luwuk Hotel Yogyakarta
6.	Socialization of 2023 Employment Regulations	BKD DIY	Tuesday, 21 February 2023	Meeting room of BKD DIY
7.	Socialization of JSS, Efforts to Introduce Public Complaints Services	Investment and Integrated One-Stop Service Agency of Yogyakarta City	Monday, 31 July 2023	Bima Room at Yogyakarta City Hall Office

Source: Archive of Baciro Village 2021-2023

Moreover, Law Number 23 of 2014 concerning Regional Government states that the synergy between the Central Government and the region will be difficult to achieve without adequate personnel support, both in terms of quantity and competency standards needed to

carry out government affairs that are the authority of the region.

Previous studies have also discussed the capacity building of state civil apparatus in implementing public services. Ashari et al. (2022) examined the capacity of the apparatus through the use of Google Apps. Administrative management is also considered necessary to increase the capacity of human resources (Kairupan & Mandagi, 2019; Wullur, 2020). One of the prerequisites for carrying out government functions in the village is the existence of an apparatus that continuously increases its capacity (Buamona & Murliasari, 2017). One of the capacities is to communicate with the community. If the apparatus has high credibility, it will be in line with the trust given by the community (Buamona, 2016).

This present study focuses on the function of public services in improving the capacity of the village apparatus according to Griendle's theory (1997) related to public services, namely human resource development, organizational strengthening, and institutional reform. This study aims to obtain a general description and analyze the improvement of the apparatus in organizing public service functions in Baciro Village, Gondokusuman, Yogyakarta City. The results of this study are expected to provide inputs for Baciro Village officials to be considered in efforts to improve the capacity of their apparatus in implementing public services.

RESEARCH METHODS

This study used a quasi-qualitative method. Bungin (2022) states that a quasi-qualitative method is the same as descriptive qualitative. They have different names but the meaning is the same. Data collection techniques covered interviews, documentation, and observation. The research was conducted in Baciro Village in May 2023. The observation was carried out to re-check and complete the data needed. The observation focused on increasing the capacity of the apparatus in organizing public service functions in the village. The researcher carried out a semi-structured interview with all informants. The documentation was to collect data in the form of the village profile and other data related to the research. The documents obtained are expected to support and strengthen the analysis. Data analysis used some stages, namely data reduction, data display, and drawing conclusions (Miles & Huberman, 1992).

This research involved 12 (twelve) informants consisting of:

- a) Village head : 1 person.
- b) Village secretary : 1 person.
- c) Head of Sub-division: 3 people.
- d) Community figures : 7 people

RESULTS AND DISCUSSION

Increasing the Capacity of Village Apparatus in Implementing Public Service Functions in Baciro Village, Gondokusuman Sub-district, Yogyakarta City

Public services are all activities and/or administrative services provided by public service providers to the public. According to Law Article 1 of Law Number 25 of 2009 concerning Public Services, good governance can be realized through some dimensions including capacity building. Grindle (1997) explains that capacity building includes human resource development, organizational strengthening, and institutional reform. The three dimensions of capacity building primarily focus on personnel, management, or structure and different activities if they all will be developed, strengthened, and reformed.

a. Human Resource Development

An agency needs to be supported by competent human resources as they play a vital role in running the agency's program or activity (Solong, 2020). Thus, leaders have to be able to effectively and efficiently manage human resources so the agency can provide sufficient public services in terms of quality and quantity. The results of interviews on 14 May 2014 showed that the apparatus in charge of public services was adequate in terms of quality, especially for the Head of Section officials. They had carried out an assessment before taking up the position so they have adequate capacity and capability. This is in line with Meidyanto et al. (2021) that the placement of apparatus according to their abilities can facilitate the performance of an organization.

Solong (2020) explain that civil servants, namely state civil apparatus (ASN) are government employees with work agreements appointed by civil servant development officials and assigned duties in a government position or other state duties and are paid based on laws and regulations.

Based on the explanation above, the process of appointing or recruiting civil servants

lies in the center. This is in line with the results of interviews with informants that the process of appointing civil servants is in accordance with established procedures, starting from planning needs, job analysis for each OPD, to implementing recruitment in accordance with the need.

In addition, for the development of civil servants resources, the government provides training to civil servants in charge of public services. Training activities are usually held by BKPSDM and proposed by the Population and Civil Registration Agency of Yogyakarta City as the village/kelurahan is an extension of Population and Civil Registration Agency. The participation of civil servants in training activities can have a positive impact on the organization, especially in relation to work quality (Maulidyah et al., 2019). Askari & Nugraha (2019) an increase in the capacity of the civil servants is expected to improve the quality of life of the civil servants. The participation of civil servants in training allows them to improve their skills in carrying out their duties (Hidayat et al., 2022; Nurrahman et al., 2021). Civil servants with adequate quality are considered to be able to adapt to technological developments, which can make the public service process easier (Rahmadanita, 2022).



Figure 1. Public Service Workshop Provided by the Secretary of the Special Region of Yogyakarta at the Burza Hotel Yogyakarta on 8 May 2024

The workshop discussed "Excellent Service", namely services that are carried out optimally so that customers feel satisfied and happy. The Excellent Service needs to be applied at all times in a friendly, fast, precise way in order to create a comfortable atmosphere, to be attentive, and to consider the community important. A polite and friendly attitude can be one aspect that supports the performance of the apparatus (Nurrahman et al., 2020). The attitude of the apparatus shows their professionalism in carrying out their daily duties, especially in providing public services (Oroh et al., 2017). Professionalism will be even more

adequate if it is balanced with the knowledge, skills, and abilities of the apparatus in carrying out their duties (Kapoh et al., 2016). Based on the workshop, Baciro Village always uses excellent service with the applicable Standard Operating Procedure (SOP) regarding Public Services.

Referring to the statement of the Head of Government, Security and Order Section and Table 1 which presents the frequency of Baciro Village activities in the last 3 (three) years, the number of activities related to public services is decreasing. This is due to a limited budget and less optimal implementation of public services to the community.

The development of human resources in public services in an agency requires budget support. Based on the results of the interview, the village government is only an implementing agency and does not have special authority to regulate so they can only propose. The village only receives the budget from the city government.

The results of the study show that in managing the budget, the village apparatus has received routine income from the City Government. However, the Village Government is allowed to submit proposals related to the interests of the Village but this requires a long process so that it cannot be realized easily. With systematic budgeting from the City Government, the Sub-district is required to be wiser in managing the budget, especially related to community welfare. Thus, the target is appropriate for better quality of work for the community and other users.

An informant from RT 73 RW 18 expressed that the sub-district apparatus has provided good and friendly services. However, the facilities and infrastructure are still limited. Facilities and infrastructure are important in supporting performance and providing comfort for customers. Even, the availability of facility and infrastructure support work enthusiasm in serving the community. The existence of standardization in performance facilities and infrastructure also makes it easier to procure the facilities needed.



Figure 2. Facilities and Infrastructure in Baciro Village

Source: personal photo taken in Baciro Village

The service room is equipped with a sofa, a computer, chairs for customers, a television, a fan, a table, 4 chairs for the village staff, and a large cupboard as a place to store documents. Besides, there is a picture describing the organizational structure of the village office. The Village Head's room is also fitted with air conditioning, a table, and chairs that function as a meeting room, as well as a bathroom and a prayer room in the backside.

Based on interviews with community leaders and Figure 4 related to the facilities and infrastructure in Baciro Village, it can be concluded that the apparatus is adequate and their behavior is in accordance with the applicable SOP. However, in terms of service rooms, the facilities need to be improved to provide a more comfortable space for the apparatus and community as customers. A good interior design can help to provide good services which can lead to target achievement, especially related to time efficiency. Thus, they can provide services more orderly in a conducive and comfortable working environment. Adequate facilities and infrastructure can support and improve the quality of public services (Abbas & Rahmadanita, 2023; Arifah & Amalia, 2021; Hasibuan et al., 2021).

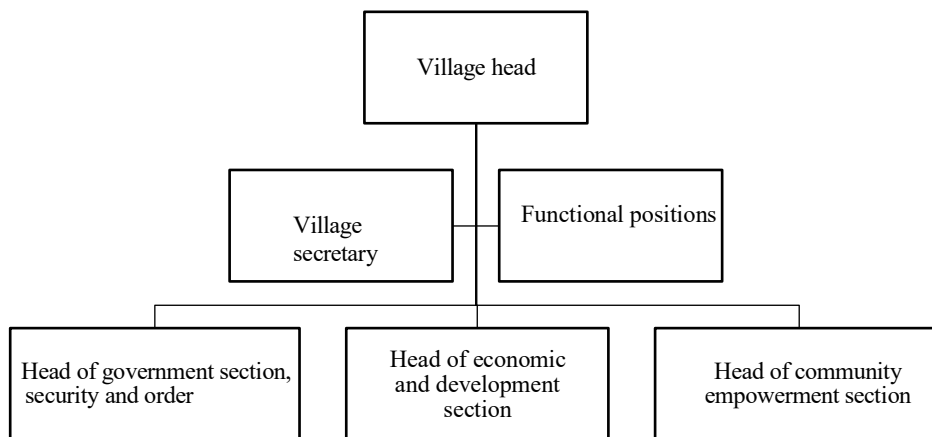
b. Organizational Strengthening

Organizational strengthening is a strategy to strengthen institutions and increase the capacity of public services. Milen (2003) states that "organizational strengthening focuses on development almost entirely on human resource issues, processes, and organizational structures." Management, structure, human resources, finance, information assets, and broad interactions are factors influencing the determination of organizational goals. Moreover, Grindle (1997) argues that the dimension of organizational strengthening includes leadership, organizational culture, and communication. Thus, the organization strives to improve human resources to provide quality services to meet the needs of the community. Services that place the community as customers now consider the community as citizens who must receive services. The success of the organization can be seen in how the organization adapts to

change.

Baciro Village’s organizational strengthening in terms of human resources is adequate. The involvement of officials in an organization is important as they are the driving force for the dynamics of good service. As a formal institution in the state bureaucratic order, Baciro Village has adequate officials to serve the needs of the community.

Each formal institution has an organizational structure that is formed in such a way in accordance with its main tasks and functions. Thus, they know their positions in providing services. The performance of this village office is as follows.



Data Source: Baciro Village Monograph, 2023

Based on the organizational structure, the apparatus in charge of public services already understand their respective duties. This is further strengthened by the statement of the Secretary of Baciro Village, that the division of tasks is in accordance with the Mayor Regulation No. 23 of 2024, namely that service is the task of the Head of Government Section, Security and Order, assisted by technical personnel. The support of the Village Head is important in developing public services, especially for public service apparatus. The Head of Baciro Village is very supportive of developing the capacity of the apparatus in charge of public services. This is indicated by a good communication relation with the apparatus, coordination with the district officials, and evaluation of the rules, and the service process carried out in Baciro Village.

c. Bureaucratic Reform

Baciro village has implemented bureaucratic reform in the field of public services in accordance with SOP. This village provides services according to the SOP on public services so that they are clearer and more transparent. Support for related SOPs in public services has also been informed to the public so that at the time of service, procedures, and rules are clear and transparent for the public.

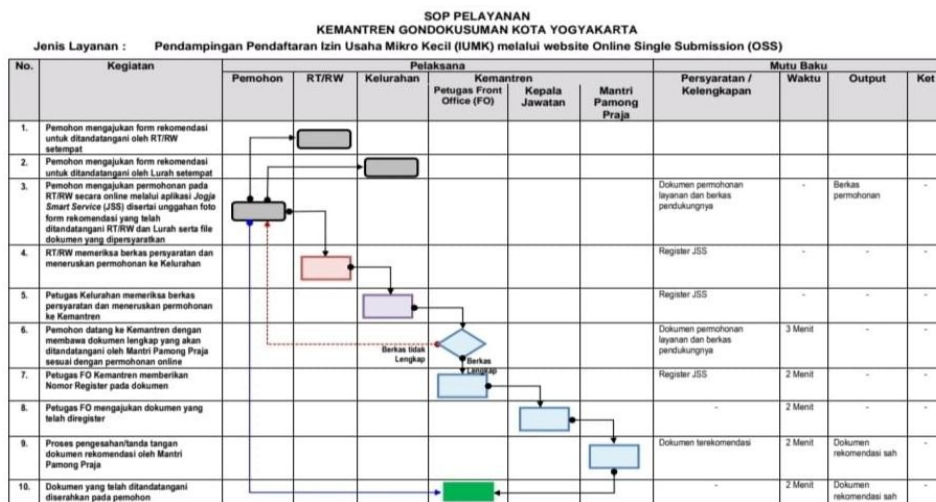


Figure 3. Standard Operating Procedures for Public Services
Source: SOP for General Services in villages in Gondokusuma sub-district

Figure 3 describes the Standard Operating Procedures (SOP) as a basis for facilitating the public service process in all villages in Gondokusuman Sub-district. The figure also explains the flow of the public service process as well as the duties and functions of the apparatus as implementers and standard content consisting of completeness, time, and output produced. Thus, the public has no difficulty in accessing the services needed. The public service providers in Baciro Village, Gondokusuman Sub-district are further improved in terms of quality and quantity so that the services provided are even better and more innovative. Thus, the community can feel helped by the services provided by Baciro Village.

Transparency is needed to support good governance in bureaucratic reform. Law Number 14 of 2018 concerning Openness of Public Information defines openness of public information as openness in the process of obtaining material and relevant information regarding the company's explanation. Transparency is "the principle that guarantees freedom for everyone to obtain information about the implementation of government, namely information about the policy process

of making and implementing it as well as the results achieved." Transparency is an important concept and increasingly important so the desire to provide good services with transparency in the entire process of organizing government and public services is getting stronger. In other words, for government at every level, especially at the service level, transparency is important in organizing government and public services (Dwiyanto, 2008).

The researcher interviewed a resident of Baciro Village and the results showed that the public services provided by the village government are considered good, fast, clear, and free. This reflects service transparency. In addition, the Head of the Economy and Development Section of Baciro Village explained that public services are based on Mayoral Regulation No. 14 of 2023, which is a reference in the implementation of services and administrative handling. Supporting factors for the success of public services in Baciro Village are good cooperation between employees and the community, where people who comply with existing rules and requirements can speed up the service process. However, the inhibiting factors are customers preparing incomplete requirements and misunderstandings arising from inaccurate information about the rules, even though there has been socialization carried out by the village.



Figure 4. Public service process at Baciro Village

Source: personal photo taken in Baciro Village

The service provided is related to population administration and other services related to government at the village level. The services provided cover Death Certificate, Certificate of Legal Capacity to Mary, Divorce Application Statement (*Talak*), Divorce Application Statement (*Cerai*), Different Name/Identity Statement Letter, Business Domicile Statement Letter, Residence Statement Letter, Community Organization Secretariat Domicile Statement Letter, Pension Statement Letter, Heirs Statement Letter, Parents' Income Statement Letter, and *Relaas*

Baciro Village apparatus upholds accuracy, patience, legal guarantees, delivery of information, and compliance with procedures referring to the Mayor's Regulation. The results of the study show that the Baciro Village officials carry out their duties and functions appropriately, but there is a need to improve all apparatus related to their competence related

to public services.

Table 2. Types and Forms of Services in Baciro Village, Gondokusuman, Yogyakarta City

NO	TYPES OF SERVICE	FORM OF SERVICES	Number
1	Population	<ul style="list-style-type: none"> - Death Certificate - Certificate of Legal Capacity to Mary - Divorce Application Statement (<i>Talak</i>) - Divorce Application Statement (<i>Cerai</i>) - Different Name/Identity Statement Letter - Business Domicile Statement Letter - Residence Statement Letter - Community Organization Secretariat Domicile Statement Letter - Pension Statement Letter - Heirs Statement Letter - Parents' Income Statement Letter - <i>Relaas</i> 	<ul style="list-style-type: none"> 35 111 0 90 80 71 0 53 98 105 62 58
2	Legalization of letters	Delegation of authority to the sub-district level	60
Total			823

Source: Baciro Village Monograph, 2023

The type of public services above can be well implemented with the following support:

1. Awareness of the leaders and implementers;
2. The existence of adequate regulations;
3. Organization with a dynamic system mechanism
4. Sufficient staff income to meet minimum living needs;
5. Abilities and skills in accordance with the tasks/duties;
6. Availability of service facilities according to the type and form of service/tasks/duties (Moenir, 2008)

Moreover, the researcher also interviewed one of the community leaders and the community as the service users who expressed that the public services in Baciro Village are quite good and satisfying. The Community satisfaction survey (SKM) is good. The KEP/25/M.PAN/2/2004 regulates the preparation of community satisfaction surveys for government agency service units. Based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 14 of 2017 concerning Guidelines for Compiling Community Satisfaction Surveys, the village can adjust the survey with this instrument. This is to measure the level of transparency and accountability of public service providers through the Community Satisfaction Survey. The SKM Report in 2023 is as follows.

Table 3. The SKM Report in 2023

SKM Report in 2023		
SERVICE UNIT		: Baciro Village
ADDRESS		: Mawar Street, Alley II Yogyakarta
PHONE/FAX		: 0274 521738
NO.	ELEMENT OF SERVICE	AVERAGE SCORE
1	Service Requirements	3.460
2	Service Procedures	3.400
3	Service Completion Time	3.420
4	Cost Suitability	3.580
5	Product Specification Type of Service	3.487
6	Implementer Competence	3.460
7	Implementer Behavior	3.707
8	Service Information	3.440
9	Handling of Complaints, Suggestions and Input	3.480
	AVERAGE VALUE	3.458
	Service Quality	B
	Service Unit Performance	Good

Sourcer: SKM Report from the Secretary of Baciro Village in 2023

Public satisfaction with services at the Baciro Village Office, Gondokusuman Sub-

district, Yogyakarta City is generally in the good category. This is indicated by the Public Satisfaction Survey (SKM) which obtains a score of 86.44 for nine elements. The indicator with the highest SKM score for this semester is the Service Behavior element with a score of 3.707. Meanwhile, the indicator with the lowest SKM score is the Service Procedure with a value of 3.400. Thus, it can be concluded that the service behavior of the apparatus in Baciro Village is quite good and has a high score among other aspects of SKM. Baciro Village officials provide friendly and polite services by showing the information needed, and reminding if there are any mistakes or missing requirements. Besides, they do not differentiate the community's rank, degree, and employment in providing services. This shows the attitudes of the service implementer, namely responsiveness, politeness, friendliness, and fairness in providing services to the community. This is in line with Mahmuda et al. (2022) that one aspect that needs to be considered in improving the quality of public services is the willingness of the apparatus to help others with pleasure.

Conclusion

The results of the study show that capacity building provides a positive impact on improving the quality of services in the area. The improvement of human resources is sufficient in terms of quality and quantity. However, in terms of organizational strengthening, apparatus resources, and bureaucratic reform, they need to be improved to achieve good governance. Communities are quite satisfied with the facilities and infrastructure provided by Baciro Village, but there needs to be innovation in the arrangement of service to provide a more comfortable space. Organizational strengthening is less optimal because the newly appointed or transferred staff need a quite long time to adapt. They need further assistance from others who have mastered this field. However, structurally it is clear and in accordance with the duties and functions of each apparatus. The transparency is quite good and the target object is the community in accordance with the applicable SOP. The community is facilitated in accessing public services but some obstacles need to be addressed in order to improve the community's satisfaction with the service.

For recommendation that can be offered:

- a. Baciro Village Apparatus needs to improve their knowledge and skills by participating in workshops/training/technical guidance independently or institutionally. Independent

participation in training/workshops/technical guidance can be done by updating information on the schedule of activities held by the central government. Meanwhile, institutionally, the village apparatus can coordinate with leaders and be active in seeking information on training provided by the BKD or related regional agencies. Facilities and infrastructure need to be improved in terms of quality and quantity for the convenience of the community in accessing the service in order to achieve higher satisfaction toward the service provided.

- b. Organizational strengthening should be further developed, especially in terms of the division of tasks and completion of tasks in accordance with the duties and functions of each apparatus in Baciro Village. Thus, all apparatus are expected to be able to provide maximum service for the community, and not only rely on one or two people.
- c. Based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 14 of 2017 concerning Guidelines for Compiling Public Satisfaction Surveys, it is recommended to use the latest instrument to conduct public satisfaction surveys.

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