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## Implementation Of Employee Competencies In Improving Organizational Performance Section Of Central Administration Strategy Political Policy, Legal And Domestic Government Ministry Of Home Ministry

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**Abstract:** The Administration Section of the Center for Political Policy, Legal and Domestic Government Strategy at the Ministry of Home Affairs is required to make a positive contribution through good performance, considering that organizational performance depends on employee performance. Employee performance both individually and in groups is very important for institutions in managing, organizing, managing and using human resources so that they can function productively, effectively and efficiently. This research method is qualitative research with a descriptive case study design. The research instrument was observation, interviews and documentation. The data analysis techniques used are data reduction, data presentation and drawing conclusions and verification. Competency influences the achievement of organizational performance values. Competence is one of the determining factors for employee performance. High competency can encourage employees to work well. To improve performance, the Administrative Section of the Center for Political Policy, Legal and Domestic Government Strategy at the Ministry of Home Affairs can pay attention to employee competency issues, especially those related to employee skills in completing tasks. The Administrative Section of the Center for Political Policy, Legal and Domestic Government Strategy at the Ministry of Home Affairs can also improve education and training to improve employee skills and knowledge. The understanding of the Ministry of Home Affairs' employees of the Center for Political, Legal and Domestic Government Policy Strategy and Standard Operating Procedures (SOP) is good because it can help them carry out their work more efficiently and effectively. Employees understand Standard Operating Procedures. The level of professionalism of the employees of the Central Administration Section for Political, Legal and Domestic Policy Strategy of the Ministry of Home Affairs is good because professional employees will feel safe and comfortable in carrying out their duties, so they are more motivated to work well.

**Key words:** Implementation, Competency and Employee Performance.

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## INTRODUCTION

Employees are the main asset of an organization who are planners and active actors of every organizational activity. Employees have heterogeneous thoughts, feelings, desires, status needs, educational backgrounds, age and gender that are brought into the company organization. Employees are not machines, money and materials are passive and can be fully controlled and managed to support the achievement of organizational goals. An employee will feel proud and satisfied with the achievements he has achieved. Good work performance is a desirable condition in work life. An employee will achieve good work performance if the results of his work meet the standards of both quality and quantity.

Employees in an organization are work partners who have a close relationship between one party and another. Where the activities of the agency/department cannot be carried out if the employee as executor (driving force) does not carry out the work properly. Therefore, human factors play an important role in the survival of a company. Work performance is the result of the integrated abilities of an individual's thinking and physical abilities. Meanwhile, performance is motivated by the desire to fulfill satisfaction. Based on these reasons, management is needed, especially HR management, which focuses attention on workforce factors.

State Civil Servants (ASN) in organizations are required to make positive contributions through good performance, considering that organizational performance depends on employee performance. Employee performance both individually and in groups is very important for institutions in managing, organizing, managing and using human resources so that they can function productively, effectively and efficiently.

### Identification of problems

The author can identify the Implementation of Employee Competencies in Improving Organizational Performance of the Central Administration Section of Political, Legal and Domestic Government Policy Strategy of the Ministry of Home Affairs as follows:

- a. It is still difficult for employees to complete jobs that are categorized as quick to complete and even experience delays in exceeding the predetermined work deadline.
- b. Lack of motivation to use computers.
- c. The quality of the work produced is not good.
- d. Lack of independence in doing work.
- e. Lack of appreciation for employees who excel.
- f. Employee competency gap.
- g. There is no Competency Development Information System.

### Formulation of the problem

- a. Does competency influence the achievement of organizational performance scores for the Center for Administration for Political, Legal and Domestic Government Policy Strategy at the Ministry of Home Affairs?
- b. How do aspects of employee competency, such as understanding Standard Operating Procedures (SOP) and Employee Professionalism, influence the optimization of

Organizational Performance in the Central Administration Section of Political, Legal and Domestic Policy Strategy of the Ministry of Home Affairs?

- c. How are efforts to overcome employee competency constraints in improving the organizational performance of the Central Administration Section of Political, Legal and Domestic Government Policy Strategy of the Ministry of Home Affairs?

Implementation is an action or implementation of a plan that has been prepared carefully and in detail. Implementation is usually carried out after the planning is considered perfect. According to Nurdin Usman, implementation boils down to activity, action, action or the existence of a system mechanism, implementation is not just an activity, but an activity that is planned and to achieve the activity's objectives.

Guntur Setiawan believes that implementation is an expansion of activities that mutually adjust the process of interaction between goals and actions to achieve them and requires a network of implementers and an effective bureaucracy. E Mulyasa believes that implementation is also the process of applying ideas, concepts, policies or innovations in an action so that it can have an impact in the form of changes in knowledge, skills and attitude values. In another sense, implementation is the process of transforming input (goals and content) into a series of operational actions to realize the results desired by a policy. From the definitions above, it shows that the word implementation boils down to the mechanisms of a system.

Based on the opinions of the experts above, it can be concluded that implementation is a planned activity, not just an activity and is carried out seriously based on reference to certain norms to achieve the activity's objectives. Therefore, implementation does not stand alone but is influenced by the next object, namely the curriculum. Curriculum implementation is the process of implementing new program ideas or activities with the hope that other people can accept and make changes to learning and obtain the expected results.

According to Wibowo (2007: 110) states that competence is the ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Thus, competency shows skills or knowledge that are characterized by professionalism in a particular field as the most important thing, as superior in a particular field, with the indicators being:

- a. Knowledge (Knowledge) Knowledge related to work includes:
  1. Know and understand knowledge in their respective fields.
  2. Know knowledge related to new regulations, procedures, techniques in government institutions.
- b. Skills Individual skills include:
  1. Ability to communicate well in writing.
  2. Ability to communicate clearly orally.
- c. individual Attitudes, include:
  1. Have the ability to communicate and be creative at work.
  2. There is high work morale.

Meanwhile, according to Veithzal (2003:298), competency is proficiency, skill, ability. The basic word itself is competent, which means capable, capable, skilled. Competency refers to the attributes/characteristics of a person that makes him successful in his work. According to Djaman Satori (2007:22), competency comes from the English language competency, which means skill, ability and authority. So competence is performance that leads to the complete achievement of goals towards the desired conditions.

Mudrajad Kuncoro (2005:44) also said that core competency is the main value of a company/organization in creating skills and capabilities that are distributed through various production or business lines. A person is said to be competent if they have the skills to work in a particular field, so competency is also defined as something that describes a person's qualifications or abilities, both qualitative and quantitative. Fachruddin Saudagar (2009:30) states that a person's qualitative ability is the ability of a person's attitudes and actions which can only be assessed by measuring good and bad. Meanwhile, quantitative ability is a person's ability that can be assessed and measured.

Competency based on Law no. 13/2003 concerning Employment: article 1 (10), "Competency is the work ability of each individual which includes aspects of knowledge, skills and work attitudes that are in accordance with established standards." Competency implies possession of the knowledge, skills and abilities required by a particular position ([www.wawan-junianto.blogspot.com](http://www.wawan-junianto.blogspot.com)). From the opinions above, it can be concluded that competency is a number of abilities that a person, especially an employee, must possess to reach the level of professional employee.

Spencer (in Wibowo, 2007:111) competency levels can be grouped into three levels, namely:

a. *Behavior tools*

1. *Knowledge* is information that people use in a particular field, for example differentiating between senior and junior accountants.
2. *Skill* is a person's ability to do something well. For example, interviewing effectively, and accepting applicants who have good product demonstration skills.

b. *Image attribute*

1. *Social role* is a pattern of people's behavior that is reinforced by a social group or organization. For example, being a leader or a follower.
2. *Self image* is a person's view of themselves, their identity, personality and self-esteem. For example, seeing himself as a different developer or manager above "*fast track*".

c. Personal characteristic

1. *Traits* is an aspect of typical behavior. For example, being a good listener.
2. *Motive* is what drives a person's behavior in a particular area (achievement, affiliation, power). For example, wanting to influence other people's behavior for the good of the organization.

In carrying out their work, every employee certainly has competence that can be relied on. Competence becomes the provision and capital for employees to work professionally. This competency must continue to be honed and improved for employees so that employees' contributions to the agency in the future will be even better. Competence as ability, namely an individual's capacity to carry out various tasks in a job. Furthermore, it is said that individual abilities are formed by two factors, namely intellectual ability and physical ability. Intellectual ability is the ability required to carry out mental activities while physical ability is the ability required.

Competence according to Miftahul (2017) is an underlying characteristic related to the effectiveness of an individual's performance in their work or an individual's basic characteristics that have a cause-and-effect relationship with the criteria used as a reference, effective or excellent or superior performance in the workplace or in certain situations. It can be concluded that competence has an important role, because competence generally refers to a person's basic ability

to do a job. Employee competency is an important element in carrying out work tasks, with adequate competency it can encourage optimal performance in every agency or organization. In the world of work, skills are needed to know what type of work is right for someone. If an employee's competence is known, the company is able to help develop the individual through training or certain training.

A study tries to crystallize various lists of competencies to produce a competency hierarchy which is grouped into nine (9) competency dimensions according to Aris Wijayanto (2011) which are described in the following explanation:

- 1) Quantitative managerial, scientific methods which are quite good tools for managers in making practical decisions directed at solutions to broad business problems with special techniques, in order to find optimal solutions to a system.
- 2) Ethics, are moral values and norms that become a reference for human beings individually or in groups in regulating all their behavior.
- 3) Leadership, a person's ability to influence and motivate other people to do something according to a common goal. Leadership includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing to improve the group and its culture.
- 4) Analysis, is an activity that consists of a series of activities such as, parsing, distinguishing, sorting things to be regrouped according to certain criteria and then looking for connections and interpreting their meaning.
- 5) Qualitative/Information Management, is the process and the meaning of the results. Qualitative management focuses more on human elements, objects and institutions, as well as the relationships or interactions between these elements, in an effort to understand an event, behavior or phenomenon.
- 6) Personal Quality of Workers, Individuals are in full control of themselves. It is impossible for someone to become better without his own efforts. It is impossible for a worker to meet quality needs in the workplace if he does not want to improve his own quality.
- 7) Personal adjustment, or often called adaptation, is a personal adjustment to the environment. This adjustment can mean changing oneself according to environmental conditions, it can also mean changing the environment according to personal desires.
- 8) Learning and Understanding Something, a behavioral factor that can be measured and/or observed to show the achievement of certain basic competencies which become a reference for performance assessment.
- 9) Achievement of Results, is an object that can be assessed for an employee's efforts in completing work.

From the long list of dimensions of a person's competency which are thought to be able to differentiate their performance, the following question can be asked: where do all these competencies come from, or in other words, it is very important to understand what factors shape a person's level of competency mastery, which is the main aim of this research. .

According to Muhammad Riyanda (2017) a person's competence can be influenced by several factors, including:

- 1) A person's beliefs and behavioral values are greatly influenced by his beliefs in himself and others. If people believe in their ability to do something, then it will be done more easily.
- 2) Personality characteristics are not something that cannot be changed, a person's personality will influence the person's ways of solving problems in life so that this will make the person

- more competent. A person will respond and adapt to the environment and surrounding forces, which will increase a person's competence.
- 3) Motivation is the drive that makes someone capable of doing something. A more psychological drive increases physical strength, which makes work activities easier, which increases a person's level of competence. Encouragement or motivation given by superiors to subordinates also has a good effect on staff performance.
  - 4) Emotional issues are a person's emotional condition which will influence their every appearance, including their work performance. Self-confidence makes people able to do a job better, and vice versa, emotional disturbances such as fear and shame can also reduce a person's work performance, so that their competence will decrease.
  - 5) Intellectual abilities include competencies influenced by intellectual thinking, cognitive, analytical and conceptual abilities. Intellectual level is influenced by experience, the learning process which of course also means a person's intellectual abilities will increase their competence.
  - 6) Organizational culture influences a person's competence in various activities, because organizational culture influences performance, relationships between employees, work motivation and all of this will influence the person's competence.

Based on the description above, it can be concluded that competency is the ability to carry out tasks according to attitudes, knowledge and skills that are in line with the work rules that apply in the organization. Thus, competence as an individual characteristic is needed to achieve effective performance in carrying out work tasks.

Performance is a person's overall results during a certain period in carrying out tasks, such as work standards, targets or target criteria that have been determined in advance and have been mutually agreed upon. However, how can companies motivate employees and develop a plan to improve performance declines that can be avoided. Adhari (2020:77) says that employee performance is the result produced by certain job functions or activities in certain jobs over a certain period of time, which shows the quality and quantity of that work.

Rerung (2019:54) says that employee performance is behavior produced in tasks that can be observed and evaluated, where employee performance is the contribution made by an individual in achieving organizational goals. Performance is the result of a person's job function or activities in an organization which is influenced by various factors to achieve organizational goals within a certain time period.

Hamdiyah (2016:5) says that employee performance is work achievement that reflects the comparison between work results and predetermined standards. To achieve optimal employee performance, it is necessary to manage human resources related to compensation, work environment and leadership

Fadil Sandewa (2018:97) says that performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities in order to achieve the goals of the organization concerned legally and without violating the law and in accordance with with morals and ethics.

From the opinion above, it can be concluded that employee performance is the ability to achieve job requirements, namely when work targets can be completed at the right time or do not exceed the time limit provided so that the goals will be in accordance with the company's morals and ethics. In this way, employee performance can contribute to the company.

Organizational performance is an indicator of the level of achievement that can be achieved and reflects the success of an organization, and is the result achieved from the behavior of

organizational members. Performance can also be said to be a result (output) of a certain process carried out by all components of the organization regarding certain sources used (input). Furthermore, performance is also the result of a series of process activities carried out to achieve certain organizational goals. For an organization, performance is the result of collaborative activities between members or components of the organization in order to realize organizational goals. Organizational performance is the totality of work results achieved by an organization. Achieving organizational goals means that the performance of an organization can be seen from the level to which the organization can achieve goals based on previously established goals. (Surjadi, 2009:7)

According to Baban Sobandi, organizational performance is something that has been achieved by an organization within a certain period of time, both related to input, output, outcome, benefit and impact. (Sobandi, 2006:176). The work results achieved by an agency in carrying out its duties within a certain period of time, whether related to input, output, outcome, benefit, or impact with responsibilities can facilitate the direction of structuring government organizations.

Performance within the scope of the organization is the work results that have been achieved by an organization in carrying out a job that can be evaluated for its level of performance. The success or failure of the goals and ideals in the organization depends on how the performance process is implemented. Organizational performance cannot be separated from factors that can influence it. The following are factors that influence organizational performance:

- 1) Technology which includes work equipment and work methods used to produce products or services produced by the organization. The higher the quality of the technology used, the higher the level of organizational performance.
- 2) The quality of inputs or materials used by the organization.
- 3) Quality of the physical environment which includes work safety, room arrangement and cleanliness.
- 4) Organizational culture as a pattern of behavior and work patterns that exist in the organization concerned.
- 5) Leadership as an effort to control organizational members to work in accordance with organizational standards and goals.
- 6) Human resource management which includes aspects of compensation, rewards, promotions and others. (Ruky, 2001:7)

## **METHODS**

### **Research Approach**

The research approach used by researchers is a qualitative research approach, namely research carried out to analyze and understand a phenomenon or event that is occurring. This is achieved by collecting and processing various types of information, then processing it to get the right solution by an individual or group of people. (Creswell, John W. 2016:4) This research is descriptive in nature, aims to describe, or illustrate, explain and answer thoroughly regarding the object under study, in actual events when conducting research in the field. Data obtained from research results are in the form of manuscripts, field notes, memos and other supporting documents. (Lexy, J Moleong. 2012:5).

### **Observation Phenomenon**

To determine the Implementation of Employee Competencies in Improving Organizational Performance in the Central Administration Section of Political, Legal and Domestic Government

Policy Strategy of the Ministry of Home Affairs, researchers used the effectiveness measurement theory proposed by Duncan as quoted in Richard M. Steers, namely:

1. Achievement of goals  
Achieving goals is the overall effort to achieve goals as seen from a process. Therefore, in order to achieve goals whose security is guaranteed, several stages are needed, namely, the stage of achieving the goal in its parts, or the periodization stage. Achievement of goals consists of the time period for achieving the specified goals and achieving targets from definite targets and in accordance with the legal basis.
2. Integration  
Integration is defined as a measuring tool for the level of organizational performance in socializing consensus development and communication with other organizations. Integration is closely related to the socialization process.
3. Adaptation  
Adaptation is the ability of an organization to adapt to its environment. Therefore, adaptation is used as a benchmark for the process of procuring and filling the workforce. Adaptation consists of indicators of increasing capabilities and infrastructure. (Strees, Richard M. 1999: 53) The existence of the s measure is used as a determinant of the success of the Implementation of Employee Competencies in Improving Organizational Performance in the Central Administrative Section of the Political, Legal and Domestic Government Policy Strategy of the Ministry of Home Affairs.

## RESULTS AND DISCUSSION

### **Competence influences the achievement of organizational performance scores for the Center for Administration for Political, Legal and Domestic Government Policy Strategy at the Ministry of Home Affairs.**

From the results of research in the field and interviews with informants, it can be concluded that the competency of employees in the Central Administration Section for Political, Legal and Domestic Government Policy Strategy at the Ministry of Home Affairs influences competency in achieving organizational performance values as follows:

Competency influences the achievement of organizational performance values. Competence is one of the determining factors for employee performance. High competency can encourage employees to work well. Employee competency has a direct impact on productivity, innovation and competitiveness in the organization. Good competencies can support improved employee performance and contribute to determining the future of the organization. To improve performance, the Administrative Section of the Center for Political Policy, Legal and Domestic Government Strategy at the Ministry of Home Affairs can pay attention to employee competency issues, especially those related to employee skills in completing tasks. The Administrative Section of the Center for Political, Legal and Domestic Government Policy Strategy at the Ministry of Home Affairs can also improve education and training to improve employee skills and knowledge. Work culture management is a process related to forming, maintaining, and changing organizational culture so that it is in line with the organization's goals, values, and vision. Work culture reflects the way people interact, collaborate, and carry out their tasks in the work environment. Effective work culture management can have a positive impact on ASN motivation, productivity and performance of the Central Administrative Section for Political, Legal and Domestic Government Policy Strategy of the Ministry of Home Affairs as a whole. In its implementation, it is intended to make the Central Administration Section for Political, Legal and



Domestic Policy Strategy of the Ministry of Home Affairs a learning organization, sharing knowledge both internally and externally.

**Aspects of employee competency, such as understanding Standard Operating Procedures (SOP) and Employee Professionalism, influence the optimization of Organizational Performance in the Central Administration Section of Political, Legal and Domestic Government Policy Strategy of the Ministry of Home Affairs.**

**Understanding Standard Operating Procedures (SOP)**

From the results of research in the field and interviews with informants, conclusions can be drawn regarding the competency of employees of the Administrative Section of the Center for Political, Legal and Domestic Government Policy Strategy of the Ministry of Home Affairs in understanding Standard Operating Procedures. The understanding of the Ministry of Home Affairs' employees of the Center for Political, Legal and Domestic Government Policy Strategy and Standard Operating Procedures (SOP) is good because it can help them carry out their work more efficiently and effectively. Employees understand Standard Operating Procedures. Employees can find out what is needed to complete work, such as implementation time, work flow, and how to carry out each stage. Standard Operating Procedures regulate the flow and stages of work processes that have been standardized, so that work procedures are consistent and work results are also consistent. Standard Operating Procedures can help reduce errors and omissions. Standard Operating Procedures can clarify the roles and responsibilities of each employee. Standard Operating Procedures can provide information about the parties who are the implementers and responsible for each job. To make the Ministry of Home Affairs' Central Administration Section for Political, Legal and Domestic Government Policy Strategy understand Standard Operational Procedures: Explaining detailed work processes, Educating each individual's role and position, Maintaining consistency, Becoming a good example, Carrying out evaluations and improvements, discussing creating SOPs with employees.

**Professional Employees**

From the results of research in the field and interviews with informants, conclusions can be drawn regarding the competency of employees of the Center for Administration for Political, Legal and Domestic Government Policy Strategy at the Ministry of Home Affairs in terms of Employee Professionalism: The level of professionalism of the employees of the Center for Political, Legal and Domestic Government Policy Strategy and Administration Section of the Ministry of Home Affairs is good because professional employees will feel safe and comfortable in carrying out their duties, so they are more motivated to work well. Employees who have a high level of ability will achieve organizational goals more quickly. Competency-based HR development can make employee performance contributions to the organization clear and measurable.

**Efforts to overcome employee competency constraints in improving the organizational performance of the Administrative Section of the Center for Political Policy, Legal and Domestic Government Strategy, Ministry of Home Affairs.**

To overcome employee competency constraints in improving organizational performance, Administrative Section of the Center for Political, Legal and Domestic Government Policy Strategy, Ministry of Home Affairs.

1. Provide formal training, seminars, workshops or courses that are relevant to job needs, encouraging employees to learn independently by providing access to resources such as books, articles, video tutorials and online learning platforms.
2. Effective feedback is not just about criticizing, it also helps employees see their potential and provides guidance for improvement.
3. Set goals that improve performance and goals that encourage personal development. Make sure the goals are dynamic, not static.
4. Using an interdisciplinary approach to various areas of knowledge and skills in problem-based learning.
5. Raising the expectations of managers and coaches helps individuals expand their vision of their work.

## CONCLUSION

Based on the results of the research and discussion above, the suggestions that the author can put forward here are as follows:

Competence influences the achievement of organizational performance values. Competence is one of the determining factors for employee performance. High competency can encourage employees to work well. Employee competency has a direct impact on productivity, innovation and competitiveness in the organization. Good competencies can support improved employee performance and contribute to determining the future of the organization.

To improve performance, the Administrative Section of the Center for Political Policy Strategy, Law and Domestic Government of the Ministry of Home Affairs can pay attention to employee competency issues, especially those related to employee skills in completing tasks. The Administrative Section of the Center for Political, Legal and Domestic Government Policy Strategy at the Ministry of Home Affairs can also improve education and training to improve employee skills and knowledge.

The understanding of the employees of the Central Administration Section for Political, Legal and Domestic Government Policy Strategy at the Ministry of Home Affairs regarding Standard Operating Procedures (SOP) is good because it can help them carry out their work more efficiently and effectively. Employees understand Standard Operating Procedures. Employees can find out what is needed to complete work, such as implementation time, work flow, and how to carry out each stage. The level of professionalism of the employees of the Center for Political, Legal and Domestic Government Policy Strategy and Administration Section of the Ministry of Home Affairs is good because professional employees will feel safe and comfortable in carrying out their duties, so they are more motivated to work well. Employees who have a high level of ability will achieve organizational goals more quickly. Competency-based HR development can make employee performance contributions to the organization clear and measurable.

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