

Performance of the State Civil Services for Education at the Faculty of Social and Political Sciences University of Lambung Mangkurat Banjarmasin

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Abstract

Students dissatisfaction, students as service recipients, toward performance of the educational personnel apparatus is a problem for the Faculty. One of the desired goals is to improve the services performance toward the students. Thus, it encourages the researcher to examine the strategies undertaken by FISIP Lambung Mangkurat University in improving the performance of the apparatus. The research method used in this study was qualitative. As in qualitative research, the researcher used the interview method with informants whose involvement in the formulation of the policies and had knowledge related to this study then the data were analyzed with a SWOT analysis. The results showed that: (1) The performance of the educational personnel apparatus was not optimal although the improvement results according to LAKIP 2018 (Performance Report) showed success based on quantity but still need to be improved; (2) The strategy used by FISIP Lambung Mangkurat University as an effort to improve the apparatus could be said as well enough and ran as it was, even there were no specific and written rules in accordance with the dimensions of the Institutional devices, Apparatus, Management, Finance and Equipment, Reward and Punishment, and Disciplinary Enforcement; (3) The problems in improving performance could not be separated from the low professionalism, inappropriate placement of apparatus based on their competencies, the reward system was not able to improve work motivation so that the apparatus had low motivation, the discipline level of the apparatus was low due to the weak sanctions and disciplinary enforcement. Furthermore ineffective, inefficient and parsimonious work procedures.

Keyword: Performance, State Civil Apparatus, Educational Staff.

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A. INTRODUCTION

The central government gives broad, real, and accountable authority to regional governments in the context of improving public services and welfare through the implementation of regional autonomy. The main function of local government according to Law Number 32 of 2004 concerning regional government is as a public servant. The main task of the government as a public servant (public service) should prioritize the public interest. Therefore, we need a government organization that will carry out its duties and functions, both in the fields of government, development and public services held at the central level or at the regional level.

In line with the development of state administration management, and in an effort to realize excellent and quality service, the paradigm of public service is developing with a focus on customer-driven government, which is characterized by focusing more

on regulatory functions, community empowerment, and implementing a management system. competition and achievement of targets based on the vision, mission, goals, and objectives. In principle, every government apparatus has roles, duties, and responsibilities that are based on values, codes of ethics, and morals (Sadhana, 2010).

The human resources of the apparatus are part of the overall elements of the public service system that are so broad and complex, because the duties and functions of the human resources of the apparatus are so important and strategic (Sanapia, 2008). Today, the HR function of the apparatus is becoming more complex, not just a function of regulation, management, and control, it will remain more oriented towards the functions of empowerment (empowering), opportunity (enabling), openness (democratic), and partnership (partnership) in decision making, making and implementing policies in public service efforts.

The main task and function of the human resources of the apparatus is to be a public servant, namely to provide good service to the community; become a stabilizer, namely as a buffer for the unity and integrity of the nation; be a motivator, namely empowering the community to be actively involved in development; to be an innovator and creator, namely to produce new innovations in community service in order to produce new, effective and efficient services and to be an initiator, namely to always be eager to serve with an orientation towards service functions, protection, and community empowerment based on sincerity and sincerity (Sanapiah, 2008). In carrying out these main tasks and functions, of course, it is necessary to pay attention to the rights of the apparatus themselves, namely to get a prosperous life both from the material and spiritual aspects (Sukowati, 2011).

Broadly speaking, the obligation that must be carried out by the apparatus in Indonesia is to provide the best service to the community (excellent service for people) (Pasaribu & Briando, 2019). In order for the main tasks and functions and obligations to be carried out properly, it must be supported by adequate facilities and infrastructure. The existence of clear regulations and supported by professional and reliable human resources is a supporting factor that should not be abandoned. In addition to these things, the support of human resources in the apparatus in carrying out their main tasks and functions and obligations has good ability or competence, services are provided transparently, fairly, does not discriminate and are carried out in an accountable and full of sincerity and sincerity

Based on the description above, the strategy for improving the performance of the apparatus should not be viewed partially but holistically. All of these elements need to be managed through the creation of the system, consistent application of the system, and continuous improvement of the existing system, in order to produce professional human resources for the apparatus. So it can be concluded that while it is suspected that employee performance has something to do with the level of service quality provided. That is, the higher the employee's performance, the better the quality of service provided to the community. Conversely, the lower the employee's performance, the lower the quality of services provided to the community. This problem is also expected to be faced by all local governments in Indonesia.

As happened where the author conducted research at FISIP, Lambung Mangkurat University (ULM), of course there were many obstacles faced in providing services to FISIP ULM students. Where based on the Strategic Plan (Renstra) of FISIP ULM for 2017 – 2019 there are still problems in FISIP ULM, namely the personnel management system has not been able to encourage increased professionalism,

competence, and fair remuneration in accordance with the Performance Accountability Report (LAKIP) FISIP ULM; there are still overlapping responsibilities and workloads; and work systems and procedures in the FISIP ULM environment are less efficient, effective, and behave frugally.

To develop good performance, FISIP ULM also carries out various strategies. This study seeks to find out the efforts or strategies of FISIP ULM in improving the performance of its educational staff apparatus so that they can produce good services and can produce professional and reliable apparatus in their respective fields, especially at FISIP ULM. Therefore, the authors feel interested in researching the strategies carried out by FISIP ULM in order to improve the performance of the educational staff.

B. MATERIALS AND METHOD

This type of research is qualitative research. The purpose of the study was to get an in-depth picture of the strategy for improving the performance of the apparatus, and the success of the strategy in improving the quality of work of employees, especially for the State Civil Apparatus of Education Personnel at FISIP ULM Banjarmasin as the research location. Informants were selected based on research subjects who mastered the problem, had data and were willing to provide data. The research subjects were the Dean of FISIP ULM, Deputy Dean, Head of Section, Head of Sub Division, and Staff. The object of the research is the State Civil Apparatus for Education Personnel of FISIP ULM. Data was collected through in-depth interviews, document studies, and observation. The data were analyzed using the SWOT technique (Strength, Weaknesses, Opportunities, and Threats).

C. RESULTS AND DISCUSSION

1. Overview of FISIP ULM

The Faculty of Social and Political Sciences (FISIP) ULM Banjarmasin was established on September 21, 1958, at the same time as the Lambung Mangkurat University. At that time it was called the Faculty of Social and Political Affairs, and only had two departments, namely the Department of Public Administration and the Department of Public Relations. Due to the scarcity of teaching staff, the Publication Department was abolished. This faculty then has two departments, namely the Department of Government Science and the Department of Administrative Sciences. The Department of Administrative Sciences divides itself into two study programs, namely the State Administration Science Study Program and the Commerce Administration Science Study Program. The Department of Government Science is divided into two study interests, namely Political Science, and Local Government, while the State Administration Study Program is divided into four concentrations, namely Development Administration, Public Policy, Regional

Development Management, and Community Development. Meanwhile, the Commercial Administration Study Program is divided into three concentrations, namely Strategic Management, Financial & Banking Administration, and Tax Administration. In the process of approval/permit from the center is the opening of a new study program in Communication Studies with four concentrations,

namely Journalism, Public Relations, Broadcasting and Print Media. And currently in the process of completion are the Sociology Study Program and the Master's Degree Program in State/Public Administration, Business Administration, and Political Science & Local Government and will soon follow the International Relations Study Program.

Table 1: Number of Educators (Lecturers)

No.	About	Number of Permanent Lecturers in charge of Study Programs				Total
		Government Science	Public Administration Science	Business Administration Science	Communication Science	
A	Functional Position:					
1	Expert Assistants	4	2	1	6	13
2	Lecture	13	11	9	4	37
3	Head Lecture	4	7	5	1	18
4	Professor	0	1	0	0	2
	Total	21	21	16	11	69
B	Graduates					
1	S1	0	0	0	0	0
2	S2/Profession/Sp-1	15	16	14	10	56
3	S3/Sp-2	5	6	2	1	14
	Total	21	22	16	11	70

Table 2: Number of Education Personnel

No	Type of Education Personnel	Number of Education Personnel with Recent Education								Faculty Work Unit
		S3	S2	S1	D4	D3	D2	D1	SMA/SMK	
1	Lab/Technician/Analyst/Operator/Programmer	0	0	9	0	0	0	0	0	Operators of Study Programs and Faculties
2	Administration	0	3	38	0	0	0	0	0	Faculties and Study Programs
3	Security	0	0	0	0	0	0	0	1	Cleanliness and security
	Total	0	3	46	0	0	0	0	1	

2. Research Findings

a. Performance of ASN Education Personnel of FISIP ULM

The author's findings regarding the performance of the State Civil Apparatus (ASN) for FISIP ULM Education Personnel are based on the criteria of Bernardin and Russel (in Martoyo, 2000) who propose six primary criteria for measuring performance as follows:

1) Quality

Quality is the degree to which the process or results of implementing activities are close to perfection or close to the expected goals (Prayudi, 2020). Based on the 2015 LAKIP, the performance of ASN Education Personnel of FISIP ULM ranges from less successful to successful. There are fifteen (15) target performance indicators in the Successful category, five (5) target performance indicators in the Moderately Successful category, and three (3) target performance indicators in the Less Successful category. However, when asked whether the quality based on the LAKIP made was

satisfactory, then (Informant 4) stated: "It can be said that the performance of ASN Education Personnel of FISIP ULM is still not satisfactory because it is still only based on the achievements of existing programs that must be completed on time but do not produce results. good quality, where the results can be said to be mediocre." (Results of the interview on 01 February 2019).

2) Quantity

Quantity is the amount produced, for example the number of rupiah, the number of units, the number of cycles of activity produced (Kharis, 2015). In this case, there is still an imbalance in the performance of ASN Education Personnel of FISIP ULM Banjarmasin, the performance of ASN Education Personnel of FISIP ULM Banjarmasin moves from less successful to successful. There are fifteen (15) target performance indicators that are in the Successful category, five (5) target performance indicators in the Moderately Successful category, and three (3) target performance indicators in the Less Successful category based on

LAKIP 2018, (Informant 3) (Interview Results 1 February 2019).

3) Timeliness

Timeliness is the degree to which an activity is completed at the desired time by taking into account the coordination of other outputs and the time available for other activities (Sulfiani, 2019). In this case, one ASN staff (Informant 6) stated as one of the services for ASN employees at FISIP ULM as follows: "Our job is to process incoming letters and administer employee data here, so far it has been quite good because we Clear SOP here..." (Interview 1 February 2019). Based on this statement, the author can say that the completion of work tasks by the apparatus is clearly in accordance with standard operating procedures (SOPs) in the staffing section.

4) Cost Effective

Cost effective is the extent to which the application of human, financial, technological, material resources is maximized to achieve the highest results or reduce losses from each unit of resource user (Prayudi, 2020). When talking about cost effectiveness, (Informant 4) stated: "Judging from the number of student admissions which every year continues to increase the number of registrants, there are about 10-15% experiencing an increase every year, then the income of the faculty PNBP funds also increases, while the definitive ceiling given that it does not increase every year, and we have maximized it with a budget absorption of 80-90% annually from 2015-2018, our definitive ceiling should also be increased so that the budget can be maximized because we still have a lot of allocation left by the ministry" (Interview 1 February 2019).

5) Need for Supervisor

Need for supervisor is the degree to which a worker can carry out a job function without requiring the supervision of a supervisor to prevent undesirable actions (Kharis, 2015). When the author conducted the research, there were two sub-section heads who were still vacant due to retirement or retirement, but the administrative process could still run conducive which was replaced by the staff in that section, even though the role of the leader was needed to perfect the administrative process, it was justified by (Informant 3).

6) Interpersonal Import

Interpersonal import is the degree to which employees maintain self-esteem, good name and cooperation among co-workers and subordinates (Wellem *et al.*, 2020). Based on the author's direct observation that the cooperation between the existing apparatus is good, according to the narrative (Informant 3): "There is always an intense dialogue between superiors and subordinates to find out to what extent existing programs and activities have gone well or not." (Results of the interview on February 1, 2019).

Of course this actually has a good impact on the performance of the apparatus so that there is an increase in the performance of the apparatus where good cooperation is established between subordinates, colleagues and superiors where all can maintain the dignity and good name of the organization in this case the ASN Education Personnel of FISIP ULM Banjarmasin.

b. Implementation of Improvement Strategy

Data on the implementation of the improvement strategy is observed in six dimensions, namely the dimensions of the institutional apparatus; apparatus dimensions; management dimensions; financial and equipment dimensions; dimensions of reward and punishment; and dimensions of disciplinary enforcement.

1) Dimensions of Institutional Devices

Building a bureaucracy from the dimensions of the department means reorganizing both the sections and the institutional structure. In this regard, the following is the result of the author's interview with (Informant 3) regarding whether the existing institutional devices are in accordance with their main duties and functions and are in accordance with the needs: "Alhamdulillah, all the four subsections are in accordance with their main tasks and functions. respectively, because it has been regulated in the Regulation of the Minister of Research, Technology and Higher Education of the Republic of Indonesia Number 42 of 2015 concerning the Organization and Work Procedure of ULM, it is possible to add other subsections if it is needed for higher education level services in our place " (results of the interview on February 1, 2019). (Informant 2) said, when asked about whether the existing institutional tools at FISIP were deemed adequate, he answered as follows: In my opinion, the existing tools are not sufficient and not organized enough, but in the future, this needs to be reviewed again, even though it is still deemed adequate, indeed it is deemed necessary maybe we should add creative, innovative human resources through the selection of CPNS later, of course with attention to efficiency even though using APBN funds instead of PNBP ..." (interview on August 1, 2019). As stated by (Informant 4) in an interview with the author about whether the institutional tools of FISIP are in accordance with the conditions, potentials and characteristics they have: "Where are the tools trying to keep up with the times and changes in society that will come and pay attention to the values that exist in society but it still needs a lot of training and continuous provision of insights." (results of the interview on August 1, 2019).

2) Dimensions of Apparatus

Competence and professionalism are related to the ability of government officials in the form of knowledge, skills, skills, attitudes and behaviors needed

in carrying out the main tasks, functions, authorities and responsibilities assigned to them. In an interview with (Informant 5) regarding whether the existing apparatus already has the required competence and professionalism: "There are some who fulfill and some do not. Not all of them master their respective fields of duty, but all of them need a process because some of them are new employees with transfers from other departments so they need to learn to adjust from the 4 staff in this section, 70% of them master their duties." (results of the interview on February 1, 2019). This statement greatly affects the performance of the apparatus in carrying out their duties, but it cannot be denied that this is one of the inhibiting factors for the success or failure of an institution in carrying out its functions, this cannot be separated from the role of leaders in directing their subordinates to be able to carry out existing programs. To improve the competence and professionalism of the apparatus, are there any efforts and strategies from the institution for this. Confirmed by (Informant 6) at FISIP ULM: "There are trainings and seminars on the apparatus and based on their respective tupoksi (interview results on February 1, 2019). This is very good where the apparatus is given the opportunity by the institution to increase their potential both in competence and professionalism and even given the opportunity to improve it through education, this is also seen by the number of officials who have bachelor's and master's degrees. In addition, the development of the apparatus is also carried out through mental and spiritual development to form characters who have good morals and character in carrying out their work as government officials. This is in accordance with the statement of (Informant 3): "Of course, morals and morals are an important basis for the ASN FISIP ULM educational staff, so that in terms of service to students, it can run well. This is realized by holding spiritual mental development, namely spiritual showers every 2 (two) weeks, namely Islam because all of our ASN Education Personnel are predominantly Muslim and provide directions and appeals at regular monthly meetings. Of course there are obstacles where not all apparatus can accept and apply it in their work because the initial grasp and mentality that exists makes it difficult for the apparatus to apply and rarely attends both at spiritual events and carrying out office work." (results of the interview on February 1, 2019).

3) Dimensions of Management

Management is closely related to the systems, procedures, and working mechanisms of the institutional apparatus in carrying out the main tasks and responsibilities and relates to the environment outside the organization of the institutional apparatus. The author also asked the apparatus whether at FISIP ULM had a standard that regulated this by (Informant 3): "Of course there are SOPs but only those from the center while for SOPs at FISIP itself it has not been officially made, however we continue to improve and carry out changes to SOP issues by forming and

coordinating with the ULM FISIP Quality Assurance Unit. (results of the interview on February 1, 2019). While in terms of carrying out activities, of course, ASN Education Personnel of FISIP ULM Banjarmasin still tries to do it as soon as possible but because there is no SOP from FISIP itself which regulates how the apparatus works in doing their work. However, in carrying out the work as stated (Informant 5) that so far there has been no simplification of work procedures: "Nothing because we only follow existing procedures according to applicable regulations and it can be said that there are no simplified work procedures." (results of the interview on February 1, 2019). This is quite surprising because in order to achieve service satisfaction, what is needed is to cut procedures to speed up the implementation of existing activities/programs. Asked about how the completion time to carry out the existing work was satisfactory, said (Informant 3): "Standards depend on the existing human resources, some are fast and some are slow, it all depends on how the work of the human resources in each section is, and I think it's moderate. only." (results of the interview on February 1, 2019). However, when asked about whether the existing work procedures were effective and efficient, (Informant 3) answered: "Not yet, because the existing procedures are still in accordance with the rules so that it takes a long time for work procedures and the quality of human resources who carry them out and carry out activities." (results of the interview on February 1, 2019).

4) Dimensions of Finance and Equipment

The financial sources that have been supporting the work of FISIP ULM are from PNPB and BOPTN, and the APBN for the payment of salaries and allowances for ASN, there are no other sources of financing. In order to carry out all programs and activities to achieve the desired goals, because ULM is still a Work Unit status, the distribution of the ceiling is carried out by the ministry and then it goes down to ULM, and after that it is divided with several other faculties and institutions. For example, in the realization in 2018 the PNPB budget of Rp. 6,243,819,773,- from the budget ceiling of Rp. 6.522.750.000,- based on (report of the finance department of FISIP ULM). There has been an increase from 2016 to 2018 of around 10-20% adjusted for the indicative ceiling every year.

5) Dimensions of Reward and Punishment

Reward and punishment are one of the driving factors so that the apparatus is able to improve performance, both in terms of encouragement and awareness so that they are able to work well. However, whether we realize it or not, this does not apply to ASN Education Personnel of FISIP ULM Banjarmasin because the reward and punishment system has not been implemented properly because so far the rules that should exist are made for the FISIP environment itself, there are no regulations only from the center. Actually, with the rules that have been made by the center, FISIP

ULM can make rules that can strengthen the rules from the center. This was stated by (Informant 3): "From FISIP itself, there is no regulation that regulates the guidelines for Awarding Standards. Actually, there needs to be a standard because we ourselves can assess the characteristics of the existing apparatus at FISIP ULM." (results of the interview on February 1, 2019). What the authors found that so far there are only efforts from the leadership of FISIP ULM to improve the performance of its officers by providing additional allowances which are given every month which should be based on performance whose accountability is in the form of activity reports for 1 (one) month and attendance lists (attendance). But what happened at FISIP ULM was not like that, where so far the basis for giving was only based on the attendance list (attendance). The author's interview with (Informant 5): "What is available directly is based on employee performance and side dishes are based on attendance but not the product of FISIP itself. However, there is also a performance allowance from the central government." (results of the interview on February 1, 2019). Meanwhile, according to (Informant 4) the strategies carried out in improving the performance of the apparatus: "No special efforts have been made but there are already policy formulations contained in the Strategic Plan so that it is necessary to reform and improve the incentive and disincentive system in order to motivate the performance of ASN Education Personnel FISIP ULM, As for these activities, they cannot be carried out properly because they are waiting for the rules contained in the regulations or instructions, only policies from the leadership of each section" (interview results on February 1, 2019).

6) Dimensions of Discipline Enforcement

There are still many officials who cannot follow the applicable rules. This can also be seen from an interview with (Informant 4) ASN Education Personnel of FISIP ULM Banjarmasin. "Not yet because there are some employees who rarely enter and leave work even though work time has not been completed, but we always give verbal and written warnings in accordance with applicable regulations" (interview results on February 1, 2019). When the author examines the problem of employee attendance, from the attendance form alone, an indiscipline has been found, because the attendance form is based on a fingerprint tool, all calculations for late attendance and absenteeism will be clearly recorded. There are still many absenteeism for no apparent reason. Still related to the enforcement of discipline is the attitude of the apparatus in using work equipment. The use of work equipment should also show the level of discipline, because if you use work facilities carelessly and carelessly, carelessly, it is also an indication of undisciplined mentality. Regarding the behavior in using work equipment, the author asked whether the apparatus maintains existing equipment to (Informant 5), and the answer was very pleasant: "Yes, because if

the equipment is damaged by the apparatus concerned, then it is their responsibility, this is what makes them take care of the equipment which exists. (results of the interview on February 1, 2019). Discipline can also be seen in the behavior of the apparatus in doing work, this is related to manners and work ethics. When asked whether in carrying out their duties the apparatus has behaved politely and has ethics, (Informant 4): "So far, the ASN for FISIP ULM Education Personnel is still cooperative and polite in terms of service and in doing their work. (results of the interview on February 1, 2019). This is very good, because even though the level of discipline is lacking, the attitude of the apparatus in serving and doing work is still good. When asked about what strategies were carried out by FISIP ULM in the dimension of enforcing discipline in an effort to improve the performance of the apparatus, (Informant 4) said: "In terms of enforcing discipline, it seeks to do it in a persuasive and familial manner, it is hoped that with this there will be a sense of shame in making mistakes and it turns out that it can work even though it's not 100%." (results of the interview on February 1, 2019).

D. CONCLUSION

Based on the data and discussion, it is concluded that the performance of the State Civil Apparatus for FISIP ULM Educational Personnel based on quantity has been successful, which is 75%, while based on the quality it is quite good, only because the results are not satisfactory because the work program carried out is only oriented towards the implementation/completion of activities not based on achievement of results by establishing logical and mathematical relationships between inputs, processes and outputs. The strategy used by FISIP ULM in an effort to increase the apparatus is quite good and runs as it is, there are even no specific and written rules, both from the Dimensions of Institutional Equipment, Dimensions of Apparatus, Dimensions of Management, Dimensions of Finance and Equipment, Dimensions of Reward and Punishment and Dimensions of Enforcement Discipline. Nothing extraordinary, but of course the performance of the apparatus is not bad, it's just not optimal.

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