

## Performance Analysis of Employees at the Regional Secretariat of Tomohon City

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#### ABSTRACT

This study undertakes a comprehensive exploration of employee performance within the regional secretariat of Tomohon city. Employing a descriptive qualitative approach, the research involves five informants, utilizing observation, interviews, and documentation for data collection. The analysis follows a structured process of data reduction, presentation, and conclusion verification. The findings reveal suboptimal performance in carrying out main duties and functions by employees, as evidenced in the analysis of effectiveness and efficiency in staffing, knowledge, skills, and discipline within the general section of the Tomohon city regional secretariat. Notably, while some tasks are executed effectively and efficiently, others display shortcomings, impacting overall performance. The study also identifies knowledge gaps among employees, affecting the secretariat's functional execution. Coordination issues and non-compliance with government regulations are evident in skills-related sub-focus areas. Additionally, a deficiency in employee initiative is observed, as some employees hesitate to discuss work-related problems or demonstrate proactive engagement. This study sheds light on critical areas requiring attention for enhancing employee performance in the regional secretariat of Tomohon city.

**Keywords:** Discipline; Efficiency; Employee Performance; Initiative; Knowledge; Regional Secretariat; Skills; Tomohon City

## **INTRODUCTION**

Achieving planned goals within a government agency depends on the effective utilization of human resources, encompassing strategic workforce management and the optimal deployment of personnel. The success of the agency is intricately tied to how efficiently and strategically it leverages its human capital to fulfill its objectives. Human resources refers to the department within an organization responsible for managing and coordinating various aspects related to the workforce, including recruitment, hiring, training, development, performance evaluation, employee relations, and the implementation of policies and procedures, with the overarching goal of optimizing personnel capabilities, fostering a positive and productive work environment, and aligning human capital strategies with the overall objectives and mission of the organization. Human resources, as the organization's most vital asset, play a pivotal role in directing, paying attention to, and developing the organization to meet social demands. The higher the HR performance, the higher the company's performance (Sutanto et al., 2022). Thus, continuous consideration, maintenance, and development of quality human resources are essential to align with organizational goals. The quality of human resources can be escalated through challenging assignment, applying performance management system which focuses on talent development, and learning and training programs (Sudewo & Welly, 2021). The regional secretariat of Tomohon city serves as the administrative hub overseeing various governmental activities in the city, including staffing operations, ensuring adherence to regulations, and promoting efficient agency functioning. It plays a crucial role in coordinating and facilitating the implementation of policies and procedures within the regional framework. In government agencies, employees serve as the driving force, influencing the organization's course. Employees in a government agency are individuals hired to fulfill various roles and responsibilities related to public service, ranging from administrative tasks to policy implementation. They play a crucial role in supporting government initiatives, ensuring the effective functioning of public services, and contributing to the overall well-being of the community.

Organizations, as coordinated groups working towards common goals, require effective management of resources. Management involves maximizing available resources, including people, goods, money, thoughts, ideas, data, and infrastructure, to achieve organizational goals efficiently. Thus, performance determine the level of success of a person or an agency associated with the goal of them to know the positive of negative impact (Aryani et al., 2021). Human resources, often referred to as employees, are decisive in achieving government agencies' goals and shaping organizational trajectories. As integral components of the state apparatus, civil servants bear the responsibility of delivering public services marked by professionalism, honesty, and fairness. Elevating the caliber of human resources, with a specific focus on employee performance, becomes a critical challenge in securing organizational success and meeting obligations effectively. The effectiveness of employees' efforts emerges as the decisive factor influencing both organizational and agency performance. Upholding these standards becomes pivotal for civil servants as they navigate their roles in contributing to the overall success and efficacy of public service delivery.

## **LITERATURE REVIEW**

The Basic Civil Service Law number 43 of 1999 concerning amendments to Law Number 8 of 1974 concerning the Basic Civil Service states that “a civil servant is every citizen of the Republic of Indonesia who has met the specified requirements, appointed by an authorized official and entrusted with assigned in a state position, or entrusted with other state duties, and are paid based on the applicable laws and regulations” this is also in line with Law Number 5 of 2014 concerning Civil Servants and R B Minister No. 8 of 2021 referred to as the Performance Management System civil servant.

Employee duties require a deep understanding of staffing, ensuring responsible and non-arbitrary task execution. Employees typically fulfil their duties by performing assigned tasks and responsibilities, contributing to the achievement of organizational goals, and adhering to company policies and guidelines, while also collaborating with colleagues to foster a collaborative and efficient work environment. Ultimately, their efforts are directed towards contributing positively to the overall success and growth of the organization. Employees play a vital role in managing all administrative matters within the agency, guided by laws and regulations. They are paid by the state, and their performance must align with responsibilities. Fostering organizational success relies heavily on innovative staffing approaches that enhance the development of human resources. Employees must adhere to work instructions from agencies to align seamlessly with governmental regulations and meet agency expectations. The regional secretariat of Tomohon city takes charge of supervising all staffing activities, ensuring the agency operates efficiently and effectively. In essence, strategic human resource development, adherence to guidelines, and meticulous oversight contribute collectively to the streamlined functioning and success of the agency within the regulatory framework. The success of an organization relies on providing excellent public service, determined by the quality of employees managing administrative matters. The regional secretariat of Tomohon city, as a government hub, aims to satisfy the public through disciplined and quality services. Good quality services positively impact employee performance, contributing to the agency's progress. The regional secretariat, led by the regional secretary, is the central government unit for a district/city, comprising various sections. The general section, among others, has specific duties outlined in the Mayor's Regulation No. 9 of 2019.

Main duties of the general section are as follows. First, carry out some of the tasks of the regional secretary in preparing materials for the formulation of policies in the general field and household affairs; Carry out other tasks given by the administrative assistant in accordance with their duties. General part functions: Implementation of the household affairs of the mayor and deputy mayor; Services for receiving guests and general administration activities which include providing information, preparing places, and providing banquets; Implementation of office building maintenance and cleanliness in the Malang mayor's office environment; Carry out maintenance of operational service vehicles for mayor, deputy mayor, mayor's expert staff, and service vehicles operational pool; Implementation of equipment affairs; Implementation of inventory of goods in the general section; and administrative and operational services for the mayor, deputy mayor and mayor expert staff.

The performance level of civil servants at the regional secretariat reflects their ability to effectively carry out assigned tasks, meet job expectations, and contribute to the overall efficiency and success of the administrative functions within the region. It is often assessed through key performance indicators, evaluations, and adherence to established standards, with higher performance levels indicating a greater alignment of individual efforts with organizational goals. Regular monitoring and feedback mechanisms are crucial in maintaining and improving the performance levels of civil

servants to ensure optimal functioning of the regional secretariat. In the performance level of civil servants at the regional secretariat of Tomohon city, it was found that there were irregularities in carrying out their duties, meaning that the performance carried out was not in accordance with their duties and functions. It can be seen that there are still many employees who prioritize personal interests over the work they have carried out. They prefer to remain silent with the tasks that have been given by their superiors, they should have taken the initiative to do the work but they are so busy with their own activities. That is why it can raise a question, namely whether these violations have become so entrenched that it is difficult to carry out guidance or control as stipulated in Law No. 43 of 1999, namely concerning staffing. Society in a professional, honest, fair and equitable manner in carrying out state, government and development tasks (Maryunani, 2023). It can be seen that in carrying out the task, as far as possible, there should be harmony between the interests of the service and personal or individual interests, provided that if there is a difference between the interests of the service and personal interests, then it is the interests of the service that must be prioritized. Seeing the condition of human resources, it is not uncommon to hear opinions in the community that the government's performance is often seen as not professional and not performance-based (output oriented). For this reason, many observers of the bureaucracy have urged the government to prioritize the management of human resources as a government apparatus with performance-based staffing management. The following is a table of civil servants at the general section of the Tomohon city regional secretariat based on delays in the past 1 year in 2021: Month (2021) Number of effective employees working absenteeism level without letter application day number of days.

**Table 1. Number of Effective Employees Working Absenteeism Level Without Letter Application Day Number of Days Descriptive**

Month (2021)	Number of Employees	Work Effectively	Absent			Absentee Level
			Without Letter	Absent Day	Total Day	
Jan	109	20	6	5	11	21,5 %
Feb	109	20	6	3	9	17,3 %
March	109	20	5	2	7	13,5 %
April	109	20	4	5	9	17,3 %
May	109	20	2	4	6	11,5 %
June	109	20	4	4	8	15,3 %
July	109	20	2	6	8	15,3 %
August	109	20	3	6	9	17,3 %
Sep	109	20	3	7	10	19,2 %

Oct	109	20	6	2	8	15,4 %
Nov	109	20	4	5	9	17,3 %
Des	109	20	4	4	8	15,4 %
Total	109	20	49	53	102	100 %

The supervisory function to enhance employee performance in managing working time appears suboptimal, proven by employees leaving the office without valid reasons, causing delays in task completion. Employees leaving the office without credible reasons disrupt task completion by creating workflow interruptions and impeding team coordination, reflecting a lack of accountability and responsibility that hinders overall productivity. Unplanned absences may necessitate others to cover, diverting attention from their own tasks and causing delays. Miscommunication is prevalent, especially in handling incoming and outgoing mail, creating obstacles for related activities. For instance, delays occur when managing field loan letters, where employees instruct applicants to return after 3 days without providing necessary information. The lack of letter numbers complicates progress tracking, highlighting the need for employee performance evaluation to enhance government agency efficiency.

The underperformance of civil servants in the general section of the Tomohon city regional secretariat stems from a narrow interpretation of fostering and developing civil servants. Limited focus on knowledge and skills, geared solely toward government bureaucracy needs, neglects the full potential of civil servants. Mental attitude, character, work ethic, productivity, and creativity are not adequately nurtured, leading to decreased sensitivity to community needs, unproductivity, low creativity, and motivation. This decline erodes public trust in the government. Based on the background above, the focus of the problem in this study is Employee Performance Referring to the Analysis of the TUPOKSI of the General Section of the Tomohon City Regional Secretariat in the Mayoral Regulation of Tomohon City No. 9 of 2019 concerning the Functions and Organizational Structure of the Regional Secretariat of Tomohon City. Then according to the background and focus of the problem, the formulation of the problem is: How is the Analysis of Employee Performance in the General Section of the Regional Secretariat of Tomohon City? The benefits that can be obtained from this research are theoretical benefits to develop understanding and contribute to developing knowledge about the study of state administration, especially public organizations as well as on employee performance which can be used as material for understanding for further research. Then for practical benefits, it can be used as input and consideration and even a reference for government administrators in making regulations or implementing the regulations themselves.

## **RESEARCH METHOD**

The research approach used by the author in this research is qualitative research, because this research is descriptive in nature which tends to focus on the process to finding meaning, the basis for using this theory is so that research can be in accordance with the facts that occur in the field. Interviews were conducted by establishing a strong rapport, consistently following what Benny and Hughes emphasized in (Hansiden, 2022) to appreciate the value of interviews as a data collection tool. A close emotional connection and familiarity with all stakeholders encountered during the research were prioritized to elicit positive responses and obtain more profound and accurate information, aligning with the perspectives of (Tumbel et al., 2023) and (Polii et al., 2021).



In addition, with qualitative research a research process will be given general description of the phenomenon as a result of research discussion. Problems in qualitative research are temporary, tentative and will develop or change after the researcher is in the field (Hasibuan, 2003). Descriptive research is a method of examining the status of human groups, an object, a condition, a system of thought or a class of events in the present (Hasibuan, 2011). The location in this study is located in the general section of the regional secretariat of Tomohon city.

This research is focused on employee performance at the regional secretariat of Tomohon city, especially on the general section of the regional secretariat of Tomohon city with the following sub-focus of research as follows. First, effectiveness and efficiency of employee performance in the general section of the regional secretariat of Tomohon city, knowledge of employees in carrying out their duties, employee skills in carrying out their duties, performance of public section employees in terms of discipline aspects, and the performance of the employees of the general section of the regional secretariat of the city of Tomohon in terms of the initiative aspect.

Data source; In a qualitative approach, the data that is determined and used is purposive sampling and snowball sampling (Hasibuan, 2003). As for the sources of data in this study, namely places and events as well as research documents in the form of physical data such as laws, regional regulations, notes and photos/pictures. Data collection techniques in this study using observation techniques, interviews and documentation. While the data analysis technique starts from data reduction, data presentation and drawing conclusions (Komaruddin, 1996). Then for the validity of the data includes credibility, transferability, dependability and confirmability (Hasibuan, 2011).

## **RESULTS**

### **Effectiveness and Efficiency of Employee Performance in the General Section of the Regional Secretariat of Tomohon City**

The performance of the employees of the general section of the regional secretariat of the city of Tomohon is in principle the responsibility and is carried out by all employees in the context of fulfilling the performance that has been formulated and in the context of implementing the provisions of laws and regulations. To find out the performance of employees at the general section of the Tomohon city regional secretariat, it can be seen through the responses of informants who are considered representative and observations obtained in the field. Effectiveness comes from the word effective which means success in meeting predetermined goals (Mantiri et al., 2023).

Work effectiveness and efficiency is expected as a manifestation of the achievement of organizational goals. The size of good or bad performance is measured by effectiveness and efficiency. Effectiveness is related to achieving certain goals, in other words these goals can be achieved in accordance with the planned needs, while efficiency is related to the total of sacrifices expended in an effort to achieve organizational goals. In an organization it can be said to be efficient if it includes a combination of optimal work processes and the design of equipment and other physical facilities based on work activities which include procedures, arrangements and organizational work standards.

To find out the effectiveness and efficiency in analysing employee performance at the general section of the regional secretariat of Tomohon city in using all available resources within the organization both in terms of time in completing work, suitability of work with competence, placement of employees, and costs, it can be seen and analysed from research informant responses. In the sub-focus of this research, it was found that in the aspects of effectiveness and efficiency in employee performance at the general

section of the Tomohon city regional secretariat, some of the tasks carried out by some employees have been effective and efficient, but there are several employees who when carrying out their duties have not been too optimal, so that it has an impact on the employee's performance.

### **Knowledge of Employees in Carrying Out Their Duties**

Employee knowledge plays a crucial role in determining task implementation success or failure. Sufficient knowledge enhances efficiency, while insufficient knowledge can lead to work disruptions and wastage of resources. Research on employee knowledge in the general section of the Tomohon city regional secretariat revealed that employees generally perform their tasks properly and comprehend assigned responsibilities. Although employees receive task-related directions, the lack of adequate training hinders effectiveness and knowledge enhancement. Supervision and guidance are provided, but employees in this section lack optimal knowledge capacity, affecting the overall implementation of the Tomohon city regional secretariat's functions. There is a need for additional training to enhance knowledge and effectiveness among employees in the general section.

### **Employee Skills in Carrying Out Their Duties**

Skills are one of the main factors in an effort to achieve success for the achievement of organizational goals. With an increase in employee skills, this will affect the expertise of employees in carrying out their duties. The definition of skill itself is as a skill related to the task that someone has in the right time. Employees in the general section at least understand the law and have studied and received legal training so that the implementation of the assigned tasks can be carried out properly. In planning employee development, it is necessary to have good coordination between each work unit in the organization and the personnel department. This is important considering that each work unit knows more about the competency development needs of the employees in that work unit. In the skill sub-focus, there is a lack of coordination between the bureau and the department regarding providing and paying attention to how the skills are transferred from superiors to subordinates.

### **Performance of Public Section Employees in Terms of Discipline Aspects**

In order to improve the performance of a government agency towards professionalism and support the creation of good governance, it is necessary to have employee discipline. Employee discipline is the most important thing, bearing in mind that the administration of government and the implementation of development depend on the performance of civil servants. That is why discipline must always be instilled in every employee. The better the employee discipline, the higher work productivity can be achieved. Good discipline will reflect the great sense of responsibility of employees in optimizing their duties and functions and being able to provide good service to the community. Therefore, every superior always tries to make his subordinates have good discipline, with employee discipline it will ensure the maintenance of order and the smooth execution of tasks. In this study, researchers found problems through interviews. In this study, there were different comparisons or employees did not carry out their obligations according to government regulations that regulate how employees should behave and carry out their duties, namely Government Regulation Number 94 of 2021.

### **The Performance of the Employees of the General Section of the Regional Secretariat of the City of Tomohon in Terms of the Initiative Aspect**

In work in every organization of course employees are required to do something different every day to produce something better. This is what is called initiative. An employee must have the enthusiasm to carry out his duties and increase his responsibilities. Because the responsibilities in the work determine whether or not the targets set by the

head of the agency are achieved. Analysis of the performance of employees at the general section of the regional secretariat of Tomohon city in terms of the initiative aspect will be known from the responses of research informants regarding how employees work without waiting for orders from the leadership, how employees find solutions when they encounter problems, and how employees do work in their own way.

In this sub focus the researcher found that where it was seen that employees had a low level of initiative, because there were still some employees who when faced with problems at work were not discussed with their friends or superiors, it was also found in aspects of employee initiative seen from the ability of employees to work without waiting for orders from the leadership is classified as less than optimal. Employees are more likely to wait for orders and instructions from superiors before carrying out the tasks assigned to them to minimize errors that might arise later.

## **DISCUSSION**

### **Effectiveness and Efficiency of Employee Performance in the General Section of the Regional Secretariat of Tomohon City**

The effectiveness and efficiency of employee performance in the general section of the regional secretariat of Tomohon city are pivotal for organizational success. Timpe (2001) emphasizes that individual performance significantly impacts organizational performance, stating that poor individual performance leads to subpar organizational outcomes. Conversely, good individual performance enhances organizational performance. In the context of the general section, effectiveness involves doing the right thing to achieve planned goals, according to Yuki (1994). The research findings align with these theories, revealing that while some employees effectively carry out tasks based on set goals, obstacles hinder optimal effectiveness and efficiency. Some tasks show partial efficiency by surpassing predetermined targets, in line with the theory of Soekartawi (2010). In summary, the aspects of effectiveness and efficiency in employee performance at the general section vary, with some employees performing optimally, while others face challenges that impact overall performance.

### **Knowledge of Employees in Carrying Out Their Duties**

Employee knowledge is a crucial factor for organizational success in both private and government sectors. In today's competitive landscape, organizations require skilled and hardworking employees to achieve optimal results. Employees significantly impact an organization's competitiveness. Adequate knowledge enhances efficiency, while insufficient knowledge leads to disruptions and wastage, increasing organizational costs. In the study, employees at the general section of the Tomohon city regional secretariat receive task-related directions but lack adequate training. This absence affects knowledge levels and hampers effectiveness at work. To ensure organizational efficiency, it's imperative to provide sufficient training for employees to enhance their knowledge and contribute to overall success.

### **Employee Skills in Carrying Out Their Duties**

Organizational success hinges on achieving performance goals, which involves sacrifices like budget allocation for quality employee skills. In government organizations, human resources (HR) play a pivotal role, determining the organization's development. Effective direction from government organizations is crucial for employees to fulfill tasks responsibly. In today's work environment, employees need essential skills in communication, listening, teamwork, and time management.



Skills, as defined by Iverson (2001), facilitate quicker and more valuable outcomes. Amirullah (2003) emphasizes that skills indicate proficiency levels, contributing to error-free work completion. Skills are integral in achieving organizational success, impacting employees' expertise and task execution. In essence, skills are task-specific abilities crucial for timely and effective performance.

### **Performance of Public Section Employees in Terms of Discipline Aspects**

Discipline for civil servants is a complex problem faced by every agency/service in Indonesia, including the general section of the regional secretariat of the city of Tomohon. Employee discipline greatly determines the implementation of duties and responsibilities carried out by employees. But in fact, there are still disciplinary violations committed by employees, both staff and officials, intentionally or unintentionally so that this interferes and hinders the performance of employees in the general section of the Tomohon city regional secretariat. In order to improve the performance of a government agency towards professionalism and support the creation of good governance, it is necessary to have employee discipline. Employee discipline is the most important thing, bearing in mind that the administration of government and the implementation of development depend on the performance of civil servants. That is why discipline must always be instilled in every employee. The better the employee discipline, the higher work productivity can be achieved. Good discipline will reflect the great sense of responsibility of employees in optimizing their duties and functions and being able to provide good service to the community. Therefore, every superior always tries to make his subordinates have good discipline, with employee discipline it will ensure the maintenance of order and the smooth execution of tasks. In this study, researchers found problems through interviews. In this study, there were different comparisons or employees did not carry out their obligations according to government regulations that regulate how employees should behave and carry out their duties, namely Government Regulation number 94 of 2021.

### **Socioeconomic Conditions**

The success of the general section of the Tomohon city regional secretariat relies heavily on its employees, who serve as technical executors of policies and play a crucial role in government operations and development. However, research findings indicate a low level of employee initiative, with some employees avoiding discussion of work problems with colleagues or superiors and opting to halt work until issues are resolved. Additionally, the analysis highlights suboptimal initiative in employees' ability to work without waiting for orders from leadership. Employees tend to wait for instructions to minimize errors, impacting their problem-solving skills and leading to monotonous work patterns. This contrasts with the theory stating that initiative involves quick, proactive reactions. Consequently, the mismatch in the initiative aspect negatively affects employee performance. Moreover, the socio-economic conditions of motor vehicle taxpayers influence motor vehicle tax revenue, particularly in their ability to pay taxes.

## **CONCLUSION**

Based on several aspects above starting from the effectiveness and efficiency, knowledge and skills of employees in carrying out their duties, discipline, and initiative, the five aspects of which are sub-variables or research sub-focus on employee performance, which in essence, from all the data obtained by researchers, both through primary data and secondary data, it can be concluded that performance employees at the general section of the regional secretariat of Tomohon city are classified as less than optimal. Employee performance seen from the aspect of effectiveness and efficiency in completing work has shown good results but not too optimal, where there are several employees who have not completed the work on time according to the targets, goals and

job descriptions of each employee but most have done it well. Self-concept or employee knowledge and values, in this case education, is believed to greatly influence the productivity of an employee in carrying out his duties. Moreover, knowledge is also the most important part in influencing employee performance where knowledge in work by employees is not too optimal.

The skills of employees in carrying out their duties at the general section of the Tomohon city regional secretariat are increasing because employees feel motivated in completing the tasks given, this is due to supervision from each - each superior over employees in carrying out their duties but what is the problem is that employees have not been provided with training to improve their skills at work. Employee performance in terms of the discipline aspect shows sub-optimal results, employees are still often late for work and on the contrary go home quickly, and are not accompanied by imposition of sanctions according to Government Regulation Number 94 of 2021 concerning the discipline of civil servants and Law Number 5 of 2014 concerning State Civil Apparatus related to employee discipline. Employee performance in terms of the initiative aspect in terms of the employee's ability to work without waiting for orders from the leadership is classified as less than optimal. Employees tend to wait for orders and instructions from superiors before carrying out the tasks assigned to them to minimize errors that might arise later. Likewise in terms of the ability to find solutions to problems that occur and work in their own way shows results that are less than optimal and tend to work in a monotonous manner.

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#### **DECLARATION OF CONFLICTING INTERESTS**

The authors declared no potential conflicts of interest.

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