

Human Resource Development in Kintom District Government, Banggai Regency, Central Sulawesi Province

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Abstract. *The objectives to be achieved in this study are to determine and analyze Human Resource Development in the Kintom District Government, Banggai Regency, Central Sulawesi Province. To scientifically measure Human Resource Development in this study using the Human Resource Development theory proposed by Michael Armstrong, which includes the elements: Learning, Education, Development and Training. This research is a type of descriptive research using a qualitative method approach. This research took place in the Kintom District Government, Banggai Regency. Determination of research informants was carried out purposively. The research informants in this study were 7 (seven) informants. This research uses Primary Data and Secondary Data. Data collection was carried out using observation, interview and documentation techniques. Data analysis in this study uses an interactive model, including: Data Condensation, Data Display, and Conclusion Drawing/Verification. Based on the results of research and discussion on Human Resource Development in the Kintom District Government, Banggai Regency. It is concluded that the Learning aspect and Development aspect in human resource development have been implemented optimally. While the Education aspect and Training aspect in human resource development have not been implemented optimally.*

Keywords: *Learning, Education, Development and Training*

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INTRODUCTION

Law Number 23 of 2014 concerning Regional Government directs changes in the implementation of government by giving authority to each region to increase independence, both in terms of finance and quality of human resources. According to Abdussamad & Amala (2016), regional governments are required to improve the quality of human resources in all fields in order to improve organizational performance, provide quality services to the community, and support regional development. In the context of implementing regional autonomy, increasing the volume of work requires employee readiness and ability to complete tasks well, so that continuous motivation is needed so that human resources can work effectively and efficiently in achieving organizational goals (Prasetya et al., 2017). As the main determining factor in the organization and competitiveness of the nation, human resources must have high competence and performance, not only professional and become builders of the image of public services, but also as the glue and unifier of the nation (Sukatin & Fajri, 2021).

Human resources (HR) are an important focus in the implementation of government, including readiness, number, education, and professionalism, especially in the implementation of regional autonomy which requires competent apparatus to support good governance (Megalia, 2011). Tight job competition demands organizational efficiency and competitiveness, so that the

development of quality HR is a strategic step to improve employee performance. Human resource development aims to improve the technical, theoretical, conceptual, and moral abilities of employees through education and training, which not only answers the demands of current tasks but also future challenges. Align with research from Septiana (2023), investment in human resource development is an effort to increase human productive capacity, provide organizations with better competitive strength, difficult to imitate, and able to compete positively at national and global levels. Human resource development, as stated by Armstrong (2006), includes elements of learning, education, development, and training that must be carried out in a planned and continuous manner to improve employee capabilities, including in the Kintom District Government, Banggai Regency, Central Sulawesi, in carrying out their main tasks and functions. Human resource development has a significant impact on improving organizational performance and encouraging government officials to be more optimal in carrying out their duties (Julianry et al., 2017). The sub-district government, as an extension of the district/city government, has a strategic role in coordinating government, public services, empowering village communities, and providing basic services such as health and education. In addition, the sub-district is responsible for facilitating and supervising villages, including in managing village finances, harmonizing activities between villages, and accelerating the achievement of minimum service standards (Wahyuda, 2022).

This strategic role continues to evolve along with the implementation of decentralization, so that human resource development in the sub-district government becomes crucial to achieving government goals and objectives optimally (Djadjuli, 2018). Kintom District, one of 24 sub-districts in Banggai Regency, Central Sulawesi, consists of 3 sub-districts and 11 villages. In carrying out its duties, the Kintom District Government is supported by 78 apparatuses, consisting of 46 Civil Servants (PNS) and 32 honorary workers. Of this number, 30 people have a final education of S1, 1 person has a DIII, 46 people have a high school/vocational high school, and 1 person has a junior high school, with the majority of apparatus having a high school/vocational high school education.

Career ladder training is still minimal, where only 5 PNS have participated in the Supervisory Leadership Training (PKP) and 1 person has participated in the Administrator Leadership Training (PKA). The PNS structure is dominated by group III (31 people), followed by group II (13 people), and 1 person each in groups I and IV. In carrying out his duties, the Sub-district Head is assisted by the Sub-district Secretary, Section Head, and Sub-Division Head, with the support of staff in each section. However, limited staff capabilities are often an obstacle, resulting in tasks and responsibilities not being carried out optimally (Zulkarnaen & Suwarna, 2017). In addition to the slow completion of tasks, many staff do not yet have outstanding skills to support the implementation of tasks effectively and efficiently, which has an impact on the overall performance of the Kintom District Government. The phenomenon in the Kintom District Government shows that employee performance is not optimal, such as absence during working hours, delays in completing responsibilities, and use of work time for things outside of work, which causes tasks not to be completed on time (Benda et al., 2025). Some employees do not yet understand in detail their main tasks and functions according to SOP and workload, so they are less creative and innovative. Another problem is the low participation of employees in functional and technical education and training, which is only limited to certain employees, while the results of the training have not been seen in increasing creativity, innovation, or performance (Chaerudin, 2018).

The lack of conceptual ability of employees in planning and implementing programs makes them dependent on the direction of the Sub-district Head or Sub-district Secretary (Hipgrave et al., 2018). In addition, the low ability to cooperate between employees causes delays in the realization of work programs. The level of education, most of which is from a high school/vocational school background, lack of creativity, and lack of self-development efforts are also major obstacles. Based on these problems, research on Human Resource Development in the

Kintom District Government, Banggai Regency, Central Sulawesi Province is very interesting to do.

Literature Review

Concept of Public Administration

Aimed at understanding the relationship between government and society, increasing policy responsiveness to public needs, and institutionalizing effective, efficient, and rational managerial practices (Ningsih & Jehadianti, 2019). The concept of public administration, as expressed by various experts, includes organizing public resources and personnel to formulate, implement, and manage public policies, as well as regulating the public and carrying out state duties based on the values of effectiveness and efficiency.

Various definitions, such as those from Chandler, Plano, Dwight Waldo, and others, emphasize that public administration is a combination of theory and practice in meeting the needs of society through the management of human resources, organizations, and finances. Nicholas Henry calls public administration a combination of theory and practice to promote understanding of government in its relationship with society. (1) The development of public administration involves various paradigms, from the separation of politics and administration; (2) principles of administration; (3) public administration as a political science; (4) public administration as management; (5) public administration as a separate discipline that emphasizes the role of cooperation between branches of government, policy formulation, political processes, and public services.

Human Resources

Align with research from Bollinger & Smith (2001), It is the most important asset for an organization and is the main concern of management to support the achievement of organizational plans and strategies. According to Suwartini (2017), human resources are integrated abilities between mental and physical power that are influenced by intelligence, skills, and emotional power, and require development based on faith and science. Hamid emphasizes human resources as human potential in managing resources, while Makmur highlights the management of this potential as the key to organizational success. Efendi (1993), added that education and health are important factors in human resource development, including training and workshops.

Atmosoeprapto (2000), refers to human resources as individual learners with the functions of decision makers, implementers, and recipients of development results. According to Mangkuprawira, good employee management maximizes productivity and ensures a balance between the interests of the organization and employees. Nawawi divides the approach to human resource management into micro and macro, emphasizing the importance of the role of human resources as non-material capital that influences other capital (Manora et al., 2024). Gomes highlights the elements of attitude, values, needs, and character that are influenced by the environment. Overall, human resource management must consider the balance between ability, knowledge, and skills to achieve organizational effectiveness (Schuler & Jackson, 2014).

Human Resource Management

It is the science and art of managing relationships and roles of the workforce effectively and efficiently to achieve the goals of the company, employees, and society (Amelia et al., 2022). According to Van (2011), human resource management aims to manage the workforce effectively, while Storey calls it a collection of policies related to the ideology and philosophy of the organization. Sidabutar (2023), emphasizes the importance of planning, organizing, directing, and supervising to utilize the value of human strength. Stoner sees it as an ongoing process of placing the right people in the right positions, while Handoko explains that the balance between employee needs and technological demands is the key to organizational success (Hosna, 2025).

Mathis and Jackson highlight formal designs for talent effectiveness in organizations, and Sedarmayanti emphasizes the importance of policies in recruitment, training, rewards, and creating harmonious relationships between management and employees (Basnyat & Clarence, 2020). Overall, human resource management ensures that organizations achieve their goals through human contributions, by paying attention to the physical, mental, and development opportunities of employees within a productive collaborative framework (Samsudin et al., 2024).

Human Resource Development

It is an effort to improve employee skills, knowledge, and abilities through education, training, and experience, as explained by experts. Bariqi (2018), mention development as an effort to improve skills and knowledge for efficiency of goals. Sutiawan & Fauzan (2006), states that development includes technical, theoretical, conceptual, and moral abilities of employees according to job needs. Juita (2024) emphasizes the importance of HR development for knowledge, abilities, and skills according to job and technology demands. Effendi (2021) distinguishes development as long-term education and training as systematic short-term education. Mantiri (2019) sees HR development from a macro perspective as improving human quality in national development and from a micro perspective in organizations. HR development is an important investment for organizational competitiveness, while Muhadjir adds that development includes quality indicators such as nutrition, education, and freedom.

The integration of learning, development, and relationships for organizational effectiveness and individual competence. Armstrong (2007) emphasized the importance of learning, education, development, and training in improving employee skills and careers. Career development according to Adiputra (2015), involves personal preparation and improvement to achieve future career goals. For this reason, a careful, relevant, and scientifically based HR development program is needed, such as that implemented in the Kintom District Government, Banggai Regency, using Armstrong's theory which includes learning, education, development, and training.

State Civil Apparatus

Are state and community servants who are loyal and obedient to Pancasila, the 1945 Constitution, the state, and the government in carrying out government duties. Based on Law Number 20 of 2023, ASN is a profession that includes Civil Servants (PNS) and Government Employees with Work Agreements (PPPK), who are appointed by personnel development officials to implement public policies, provide professional and quality services, and strengthen unity and togetherness. ASN is also obliged to be loyal to Pancasila, obey laws and regulations, maintain neutrality, implement ASN's basic values, and be willing to be placed throughout Indonesia. As an element of the state apparatus, ASN plays a role as a planner, implementer, and supervisor in the implementation of government and national development professionally, free from political intervention, and free from corruption, collusion, and nepotism. ASN is also active in social activities in the community, often becomes a reference, and has an important role in ensuring the smooth running of government affairs and national development in order to achieve state goals (Krantz & Gustafsson, 2021).

District Government

After the implementation of Regional Autonomy, the Regional Head needs regional apparatus to carry out government affairs, including delegating some authority to the sub-district government led by the Sub-district Head. The Sub-district is a regional apparatus organization that receives delegation of authority from the Regent/Mayor to carry out government affairs, public services, and community empowerment in accordance with Law Number 23 of 2014 and Government Regulation Number 17 of 2018. The Sub-district Head is tasked with organizing general government, coordinating community empowerment, public order, implementation of regional regulations, infrastructure maintenance, and village development, with reporting to the Regent/Mayor. The Sub-district Head also receives delegation of authority to handle some

regional autonomy affairs based on the needs of the community in the sub-district. In carrying out his duties, the Sub-district Head is assisted by the sub-district apparatus and is responsible to the Regent/Mayor through the Regional Secretary.

METHODS

In relation to this research, Human Resource Development in Kintom District Government, Banggai Regency is a type of descriptive research, with the approach used is qualitative method. The use of qualitative method is expected to make the research closer to the objects studied and increase sensitivity to existing contexts and these characteristics tend to produce greater confidence in the validity of qualitative data compared to quantitative. Likewise with this research, by using qualitative method is expected to provide a more accurate picture related to Human Resource Development in Kintom District Government, Banggai Regency. The research location in this research is Kintom District Government, Banggai Regency, Central Sulawesi Province, which is one of the Regional Government Apparatus Organizations of Banggai Regency. The implementation time of this research is planned for approximately 3 (three) months, after the research proposal is presented in a seminar and then obtains research permit from the Postgraduate Program of Tadulako University, Palu. The research time consists of compiling the research proposal, data collection activities, data processing, data analysis, and writing the Thesis. In relation to the data analysis process in this study, the researcher will use an interactive data analysis model as proposed by Miles, Huberman & Saldana (2014), viewing analysis as three streams of activity that occur simultaneously: (1) Data Condensation; (2) Data Display; (3) Conclusion Drawing/Verifications.

RESULTS AND DISCUSSION

Talking about human resource development is an effort to increase the role and contribution of human resources in an organization to be optimal in the process of achieving the goals of the organization that have been set (Alzoubi, 2022). Similar to human resource development in general, the development of government apparatus resources also aims so that the apparatus resources in an agency can provide optimal contributions in carrying out tasks and responsibilities and providing the best service to the community. Apparatus resource development is an effort to develop or improve knowledge, skills and attitudes to carry out work tasks professionally so that performance can be improved. Improving performance as the goal of the apparatus resource competency development program will be reflected in several indicators such as increasing job knowledge, improving behavior in carrying out job duties (creativity, initiative, cooperation, discipline, responsibility), increasing work quantity and improving work quality.

The discussion related to Human Resource Development in the Kintom District Government, Banggai Regency, Central Sulawesi Province was carried out by analyzing data from the results of field research, the data obtained were the results of interviews with research informants. The presentation of data and discussion of Human Resource Development in the Kintom District Government, Banggai Regency, Central Sulawesi Province is described directly or simultaneously, meaning that the presentation of data and discussion of problems are not separated because this pattern is considered more effective in directing answers to research problems.

Thus, after the research data is presented, it is followed by a discussion and analysis of the problems so that it is more focused and directed. The discussion related to Human Resource Development in the Kintom District Government, Banggai Regency, Central Sulawesi Province is focused on the dimensions as with the framework of thought that has been schemed in the previous theoretical study section. The dimensions referred to as stated by Michael Armstrong (2006) include: (1) Learning; (2) Education; (3) Development; (4) Training. The following is a description of the research results and discussion based on these aspects.

Learning

Expertise does not just exist by it-self, expertise always grows from continuous learning efforts (Chukwuedo et al., 2021). Likewise, work experience will be a value that encourages the increase in a person's expertise. This is a continuous learning effort to improve a person's work results in an organization, whether it is developed by an institution or development carried out individually or independently. Armstrong (2007), explains that Learning -as a relatively permanent change in behavior that occurs as a result of practice or experience. (Learning is a relatively permanent change in behavior that occurs as a result of practice or experience).

Related to learning in Human Resource Development in the Kintom District Government, it is an effort to develop human resources that allows changes in behavior and improve the performance of each employee which is the result of work experience or expertise and independent self-development efforts carried out by employees to adjust to developments and work needs so as to increase the effectiveness and efficiency of implementing main tasks and functions. Efforts to explain the learning aspect in Human Resource Development in the Kintom District Government, information was collected through interviews with research informants (Raflianto, 2021). As interviewed with research informant Mr. Amrizal Latief, S.Sos, who is the Head of Kintom District. He explained, as follows:

"The experience and work knowledge of employees in the Kintom District Government still need to be developed because the quality of competency owned by employees is still very minimal. To provide knowledge, for example, we often guide employees during working hours and also conduct evaluations every month while evaluating work results so that any deficiencies are given instructions as input for employees. Employees who have talent and interest in computerization are given tasks as operators or as application users. Because now everything is digital-based, employees who do not master digital are given tasks in the field. If the placement is in accordance with their abilities, it is considered sufficient. There are only a few sections that are still not optimal because their educational background and work experience are still below. In addition, experience is indeed influenced by personality to develop the potential that is owned. Seeing the interest in learning to develop oneself is still low because they always wait for orders from superiors, it means they are not creative in accordance with the times. Employees should work to adjust to challenges and the times, that is what is still minimal in following the times. Finally, there are still section heads who do not know about computerization "

Looking at the interview results above, it can be underlined that most of the employees at the Kintom Sub-district Office already have expertise and work experience. In line with that, the Kintom Sub-district Government always strives for the apparatus to be able to actualize the expertise they have, both as computer operators and as field officers. Further information was obtained from an interview with research informant Mrs. Ariani Lapoon, an honorary employee at the Kintom Sub-district Office, explaining that:

"Employees' skills and work experience, surely each has their own expertise, especially work experience, most employees have work experience to carry out their duties. I have been an honorary employee for quite a long time, starting from Kintom Village in 2005 to 2016, then from 2017 until now at the Sub-district Office. If there are employees' skills, some have skills, some don't. The skills here are mostly in the IT field. Of the 14 honorary employees at the Kintom Sub-district Office, it can be said that around 4 people can operate computers or laptops. While the other honorary employees help with other tasks such as tasks in the field. It is clear that the leadership provides space to use the skills of each employee to carry out their duties as long as they are good at carrying out their duties, but sometimes they no longer have the ability and are given the opportunity to learn but the person concerned does not want to. To increase their potential independently, there are employees who have the will to learn, there are also those who do not want to, this is due to laziness so they do not have the will to learn."

Looking at the interview results above, it can be seen that not all honorary employees have the expertise to carry out their duties (Darling & Cunningham, 2023). In addition, most of the expertise possessed by honorary employees is in the IT field. On the other hand, even though the leadership provides opportunities to learn and also actualize the expertise they have, there are still employees who do not have the will to learn to operate computers and also increase their knowledge of implementing administrative tasks at the Kintom District Office. Furthermore, the researcher conducted an interview with the research informant who is an Analyst of Human Resources for Civil Servants in the Field of Civil Servants Performance Assessment and Awards at the BKPSDM of Banggai Regency, Mr. Junaidi Rachman, ST, M.A.P. He gave the following explanation:

"Yes, it is clear that every employee in the agencies that are placed clearly has expertise and work experience, as well as in the Kintom Sub-district Office and also in the villages. The expertise of these employees is some that are indeed possessed when assigned to the Kintom Sub-district Office, there are also expertise that are obtained while serving in the Kintom Sub-district Office. Work experience should be able to make employees have certain expertise according to what is often done in carrying out the tasks given. If he has worked there for a long time, he must have experience. But there are also those who have been there for a long time but have no experience, depending on the person. Usually he is lazy, he already feels comfortable there, he already feels old there, he feels that there are seniors there who sometimes cause problems. It is true that it does not guarantee that he will serve for a long time and then he will master his work. The hope is that the longer an employee is in a place, the more the person concerned will master the field. It is clear that if the employee has expertise, the leader will definitely use him to continue working, meaning the leader will definitely rely on him to do the tasks that are his expertise."

Looking at the opinions of the research informants as above, it can be said that employee expertise can be determined by the work experience they have. However, this is determined by the employee concerned, whether the work experience they have can make them have expertise or vice versa. On the other hand, the self-actualization of employees to carry out the tasks and responsibilities given by their superiors cannot be separated from the expertise possessed by the employee. This clearly requires employees to develop their abilities independently in order to be able to carry out the tasks and responsibilities given properly (Cahya et al., 2021).

In addition, it can be said that an employee's work experience can be seen from their work period which is the result of the development of various activities so as to foster employee skills in completing their tasks. Thus, the work period of an employee is always related to the work experience they have. So that every employee who has devoted himself to a government agency for a long time will certainly require him to have expertise related to the implementation of their respective duties and functions. As information obtained from the research location in the form of data related to the work period of employees in the Kintom District Government, namely:

Table 1. Civil Servant Work Period in Kintom District Government in 2024

No	Years of Service	Total
1	31 – 40 Years	1
2	21 – 30 Years	10
3	11 – 20 Years	35
4	≤ 10 Years	-
	Total	46

Source: Data Processed in 2024

As the table above, it provides an illustration that Civil Servants in the Kintom District Government, both in the Kintom District Office and in the Kintom Village Office, Mondonun Village, and Mendono Village, are mostly those who have worked as Civil Servants between 11 years and 20 years of work, totaling 35 people. Furthermore, Civil Servants who have work

experience between 21 years and 30 years are 10 people. Meanwhile, those who have worked as Civil Servants between 31 years and 40 years are 1 person.

Table 2. Term of Service of Honorary Employees in the Kintom District Government in 2024

No	Years of Service	Total
1	31 – 40 Years	-
2	21 – 30 Years	2
3	11 – 20 Years	16
4	≤ 10 Years	14
	Total	32

Source: Data Processed in 2024

Looking at the table above, it can be seen that honorary employees in the Kintom District Government spread across the Kintom District Office and Kintom Village Office, Mondonun Village Office, Mendono Village Office, most of whom have work experience as honorary employees for 11 years to 20 years of work, totaling 16 people. A total of 14 honorary employees have worked for approximately 10 years or less. And as many as 2 people who have devoted themselves for 21 years to 30 years as honorary employees. An employee's work experience and also length of service are two things that are closely related to the time an employee works to carry out his/her duties and functions. Seniority or often referred to as length of service or length of service is the length of time an employee contributes his/her energy to a particular company.

According to Hafiid & Sugiarto (2020), The extent to which workers can achieve satisfactory results in working depends on their abilities, skills and certain skills in order to carry out their work well. Therefore, the work experience of employees in the Kintom District Government plays a very important role in mastering the implementation of duties and functions, and with work experience, employees in the Kintom District Government always have a better understanding of solving problems encountered in carrying out duties and functions, this results in the growth of expertise that is a characteristic of individual employees getting better. Thus, the expertise possessed by employees of the Kintom District Government should be encouraged to actualize based on the work experience they have.

Self-actualization is a need for every employee in carrying out their duties and responsibilities, the need for self-actualization by using skills, abilities, skills, and optimal potential to achieve satisfactory or extraordinary work performance that is difficult for others to achieve. Providing opportunities for employees in the Kintom District Government to actualize themselves will foster employee desire to carry out their duties and responsibilities better, and provide psychological encouragement that makes employees feel empowered. In addition, by providing positive encouragement to every employee in the Kintom District Government, both at the Kintom District Office and at the Kintom Village Office, Mondonun Village Office, Mendono Village Office, will foster employee desire to strive for independent self-development, both in the form of education and training that can support the implementation of their duties and responsibilities.

Looking at the description of the results of interviews with research informants and several expert opinions as well as descriptions of discussions related to the learning aspect in human resource development in the Kintom District Government, Banggai Regency, provides an overview of most research informants who responded that employee work experience will consciously or unconsciously help improve technical abilities and skills in carrying out their duties and responsibilities. The more work experience an employee has regarding technical and practical abilities in a field of work, the more they will be able to actualize expertise based on work experience, and will increasingly strive to develop their abilities according to developments and needs in carrying out their assigned duties. So it can be said that employees, both Civil

Servants and honorary employees in the Kintom District Government always have expertise and work experience in carrying out their duties and responsibilities.

Education

Education is all efforts to foster personality and develop employee abilities both physically and spiritually, which are ongoing. The level and type of education possessed by employees can determine the work that will be given to them. This facilitates the process of achieving the objectives of carrying out their duties. Education aims to develop skills, knowledge, values and morals so that they have more value in all aspects of life. Armstrong (2007), explains that education is the development of the knowledge, values and understanding required in all aspects of life rather than the knowledge and skills relating to particular areas of activity. Data collection related to the education aspect in human resource development in the Kintom District Government was obtained through interviews with research informants. Research informants provided varying responses related to the education aspect. As information from the research informant, Mr. Amrizal Latief, S.Sos, he is the Head of Kintom District. Through in-depth interviews he provided the following explanation:

"Looking at the formal education of employees in the Kintom Sub-district Office and also in the existing Sub-districts, it is undeniable that most of them are high school graduates. If you look at those who hold positions in the Kintom Sub-district Office, all of them are Bachelor's degrees, most of the staff are still high school graduates. Various obstacles are the reason employees do not continue their studies on the grounds of laziness because they are no longer young and need a lot of money to continue their studies, besides that, there are also honorary employees who argue that their employee status is only honorary so it is not important to continue their education. As the Sub-district Head, I continue to provide encouragement by providing an understanding of the importance of developing oneself through education, I always provide support so that employees and honorary employees can continue their education to a higher level of education, so there are some employees who are already temporarily attending college, others have not dared to make a decision. This year, the Sub-districts were given the authority to budget five billion, this clearly requires thinking to prepare programs, implement programs according to the needs of the community, there are indeed sub-district assistants for the transfer of authority, but if the employees have minimal understanding and are slow to understand the task, it is also difficult. So this education has an effect on carrying out tasks because of course with formal education, they are taught how scientific theories are, besides that it is supported by experience so it will have a better influence on employee performance."

From the description of the interview results above, it provides an overview that the level of education of employees in the Kintom sub-district government is mostly still at the high school level. One of the causes is the lack of awareness of employees to continue their education to a higher level, the lack of awareness of employees does not only come from themselves. But they feel the high cost of continuing their education to a higher level. In addition, this lack of awareness grows because they feel that their employee status is still honorary. The Banggai Regency Government has improved the competence of Civil Servants through education, but its implementation requires an application from the employee concerned with a recommendation from the leader.

In the Kintom District Government, the low desire to continue education can be seen from the number of civil servants with a bachelor's degree, only 26 out of a total of 78 employees, while most still have a high school education. The Banggai Regency BKPSDM has provided educational assistance to 57 employees from 2021 to 2023 to improve the quality of human resources. Education is considered important in career development, improving work skills, and understanding duties and responsibilities. However, the low level of employee education in Kintom District has an impact on the implementation of less-than optimal work plans, slow

understanding of responsibilities, and dependence on leadership directions. Therefore, efforts are needed to develop competencies through education to improve the quality of service and employee performance, support the management of the delegation of authority and large budgets, and answer the challenges of development in Kintom District.

Development

Development as an effort to ensure and maintain the capabilities of employees so that they meet the expected criteria so that employees can make a good contribution to the institution. Efforts to develop the apparatus owned by an institution through providing knowledge, skills and fostering a loyal attitude towards carrying out tasks and responsibilities are efforts made to create an enthusiastic attitude of the apparatus in carrying out the tasks and responsibilities given by the leadership. That way the apparatus feels satisfied with the performance it produces. Explained by Armstrong (2007), that Development - the growth or realization of a person's ability and potential through the provision of learning and educational experiences. To obtain information related to the development aspect which is one aspect in measuring human resource development in the Kintom District Government, the researcher conducted interviews with research informants and collected supporting data at the research location. Information gathering was carried out by interviewing research informants, various information was obtained related to the development aspect. From the results of interviews with research informants, Mr. Amrizal Latief, S.Sos who is the Head of Kintom District, provided an explanation of the development aspect, as follows:

"Our career development is based on existing regulations that regulate the management of state civil servants. In these regulations, there are requirements that must be met, for example, in echelon levels such as echelon IV, it requires a minimum education level of DIII so that those we encourage to occupy career positions are in accordance with the level of education, even though there are requirements, for example, rank, but because their education is below, it is clear that priority will be given to those who have education to be encouraged to occupy a position. Regarding understanding of organization, it is still minimal. In performance assessments, it is clear that performance is assessed in stages, so actually these employees must be led, but in practice, this is still not well understood by employees. Every Monday morning we hold a joint assembly with the Sub-district Government and the Village Government. On such occasions, we provide guidance to existing employees, provide information on how to organize and assess performance so that in this way we can also provide knowledge to ASN in the Sub-district and District. Guidance through the assessment of additional income allowances in which 40% is assessed as discipline and 60% as performance, reported from the hours of entry, then the work and whether the work is correct. In addition, it involves all employees in Sub-district activities."

From the description of the interview results above, it can be seen that the Kintom District Government has made efforts to develop employee careers by nominating employees who have the appropriate education and rank to be placed in positions in the Kintom District Office and the Village Office, in addition, employee development is carried out through performance assessments. Likewise with efforts to improve employee abilities to understand work relationships and improve communication between employees through morning roll calls and also roll calls every Monday morning with all levels of the Kintom District Government, Villages and Villages. Other efforts made are to involve all employees in the Kintom District Office and Villages to be involved in implementing activities carried out by the District Government.

From the information obtained from research informants as described above, it can be seen that employee career development in the District Government cannot be separated from employee work assessments based on Employee Work Targets which are related to superior assessments of subordinates, fellow employees, and also subordinate assessments of superiors. Assessment of employee work targets which are work plans and also work achievement targets

are related to improving employee communication skills and organizational skills in carrying out tasks and functions. In addition, through employee performance assessments based on employee work targets, it can be used as a reference for making policies to improve employee skills in carrying out their duties and functions.

Career development efforts, especially for Civil Servants in the Kintom District Government work environment, are carried out in a structured manner. Such as periodic promotions or promotions to positions according to the echelon rank held by the employee. Career development efforts for employees in the Kintom District Government cannot be separated from the work assessment of employee work targets (SKP) carried out by the Kintom District Government as a forum to improve employee skills to build cooperative relationships in organizational life and foster better communication so that coordination is created between Sub-Sections and Sections in the Kintom District Office and Villages within the scope of the Kintom District Government.

The Kintom District Government has made efforts to develop employees' organizational and communication skills by involving all employees, both civil servants and honorary employees, in various activity committees, which directly increase their experience, skills, and responsibilities. Career development is also carried out through performance assessments based on employee work targets (SKP), periodic promotions, and structural position promotions within the Sub-district Office and Village Office. For honorary employees, career development is carried out through selection to fill PPPK positions, including 4 positions at the Sub-district Office and 2 positions at each Village Office. These efforts, supported by performance assessments and involvement in committees, encourage improvements in employees' organizational, communication, and task implementation skills.

Training

Training aims to improve employee productivity or work results, training is a method used to provide or improve the skills needed to carry out their duties and functions. The Kintom District Government as a government organization should be able to produce apparatus who have skills that can support the implementation of their duties through training programs followed by the Kintom District Government apparatus. In order to form the figure of the apparatus as expected to carry out its duties and functions, it is necessary to carry out coaching through training channels that lead to efforts to improve the resources of the apparatus in the Kintom District Government. Armstrong (2007), explains that training is a planned and systematic modification of behavior through learning events, programs and instructions, which allows individuals to achieve the level of knowledge, skills and competencies needed to carry out their work more effectively.

Referring to this opinion, related to training in human resource development in the Kintom District Government, Banggai Regency, Central Sulawesi Province, it is an effort to develop human resources that allows each employee to achieve the level of knowledge, skills and competencies needed to increase creativity and work innovation in carrying out their duties and functions as employees in the Kintom District Government. Training in human resource development in the Kintom District Government, Banggai Regency, Central Sulawesi Province, is known from the in-depth information in collecting data and information based on statements obtained through interviews with research informants. Through direct interviews with research informants. Mr. Amrizal Latief, S.Sos. This research informant is the Head of Kintom District, he explained that:

"Training is given according to position, for example as a financial manager, the district often invites to attend technical guidance, then there is also administrator training, there is also operator training for online attendance, so existing employees have attended several trainings. So far, if there is an invitation for technical guidance in the district, they will

definitely send employees to attend. The authority transfer program is still new, there is indeed no special training to run the authority transfer programs. But there are already assistants for the management of the authority transfer funds to implement the transfer program related to physical development, so there are assistants who are recruited who have a bachelor's degree in engineering, so they are more involved in regulating the authority transfer programs, then if it is related to empowerment programs, there is indeed no special training, but in the Sub-district Office there are already employees who understand procurement. So related to innovation to improve services to the community, currently designing two innovations related to digital innovation based on electronic applications for the Kintom District population service center to accelerate population services, for example making birth certificates, making death certificates, then moving domiciles so we are temporarily making a systematization so that God willing in the future it can facilitate population services in Kintom District, it is not our employees who make it directly but it is initiated by the District Government, then there is also an innovation related to the creation of groundwater springs for the agricultural and plantation communities in Dimpalon Village with this innovation, the community is increasingly active in opening up idle land and utilizing it as agricultural land."

The results of the interviews above provide an overview that employees in the Kintom District Government have attended training to support the implementation of their duties and functions, such as training related to finance, training on electronic-based administration and also training for E-Absen Mobile operators. In addition, it is illustrated that the training attended by employees is carried out based on training invitations received by the Kintom District Government. From the research informants, it is known that the Kintom District Government is currently carrying out innovations based on electronic applications for the Kintom District population service center and innovations that are already running, namely artificial springs for agricultural and plantation communities in Dimpalon Village. Seeing the opinions of the research informants, it can be drawn an outline related to training that can support the implementation of employee duties and functions in the Kintom District Government, in addition to training that has an impact on the career development of civil servants, namely Administrator Leadership Training (PKA) and Supervisor Leadership Training (PKP) there is technical training to improve the knowledge and skills of the apparatus in carrying out their duties and functions.

In the implementation of the Administrator Leadership Training (PKA) and Supervisor Leadership Training (PKP), it was carried out by proposing to the BKPSDM of Banggai Regency regarding civil servants who hold positions but have not participated in the training. From the explanation of the research informant, it was emphasized that in the Kintom District Government, not all employees who hold positions have participated in the Administrator Leadership Training (PKA). Thus, employee innovation and creativity in carrying out their duties lies in the ability of the Sub-district Head to empower the abilities that current employees have. Training is one of the keys to the success or failure of government organizational apparatus resources in carrying out their main tasks and functions. Training that is intended for apparatus to improve knowledge, skills and competence will have an effect that supports creativity and also innovation in the work of apparatus in carrying out the duties and responsibilities given to them.

The lack of technical training attended by employees in the Kintom District Government lies in the policies taken by the leadership, so that so far the technical training attended by employees is still limited to attending invitations for technical guidance and also socialization from related Agencies. In addition, for employees who hold positions in the Kintom District Government, both in the Kintom District Office and the Village, not all have participated in supervisor leadership training (PKP). In the Kintom District Government, there are several employees who have participated in administrator leadership training (PKA), as well as supervisor leadership training (PKP). The following is presented in the table the level of apparatus leadership training in the Kintom District Government.

Table 3. Civil Service Leadership Training in the Kintom District Government

No	Name	Rank/Goal	Position	Type of Dilate has been followed	
				PKA	PKP
I	Kintom District Office				
1.	Amrizal Latief, S.Sos	Mentor Tkt.I, IV/c	Head of Kintom District	√	√
2.	Faisal Kusika, SH	Arranger, III/c	Sekretaris Camat	-	√
3.	Amna Lodik, SE	Arranger Tkt.I, III/d	Head of Section Service, Information, and Complaints	-	√
4.	Rini Suling, SP	Arranger Tkt.I, III/d	Head of General Affairs, Assets and Personnel	-	√
II	Mendono Village Office				
1.	Muh. Jabir Ali, S.Sos	Arranger Tkt.I, III/d	Data and information management	-	√

Source: Kintom Sub-district Office 2024

As the table above, it can be seen that in the Kintom District Government, there are only 4 structural positions filled by officials who have participated in the Supervisory Leadership Training (PKP) and there is 1 official who has participated in the Administrator Leadership Training (PKA). In addition, from the table it is also known that there is 1 official in Mendono Village who does not occupy a structural position even though the official has participated in the Supervisory Leadership Training (PKP) or previously known as Diklat Pim IV. As an effort to improve human resources and also as an effort to develop civil servant careers through leadership training, in 2025 the Kintom District Government proposed all officials holding structural positions to the BKPSDM of Banggai Regency to participate in the Administrator Leadership Training (PKA) and also the Supervisory Leadership Training (PKP). The following is a table of proposed planning for civil servant leadership training in the Kintom District Government in 2025.

Table 4. Proposed Planning for Civil Service Leadership Training in the Kintom District Government in 2025

No	Name	Rank/Goal	Position	Type of training required	
				PKA	PKA
I	Kintom District Office				
1.	Faisal Kusika, SH	Arranger, III/c	Sub-district Secretary	√	-
2.	Haris Bola, SH	Arranger Tkt.I, III/d	Head of Section Development	-	√
3.	Maryam Maso,S.IP	Arranger, III/c	Head of Service, Information, and Complaints Section	-	√
4.	Fahrudin Wajib, S.Sos	Arranger, III/c	Head of Public Order and Security Section	-	√
5.	Sariani Saleh, S.Pi	Arranger, III/c	Head of Community and Village/Sub-district Empowerment Section	-	√
II	Kintom Village Office				
6.	Surifno Djalil, S.Sos	Arraner, III/c	Head of Kintom Village	-	√
7.	Hilda Lateke,SE	Arranger	Head of Village Secretary		

		Tkt.I, III/d		-	√
8.	Mastura Madina, S.Pd	Young Arranger Tkt.I, III/b	Head of Public Order and Security Section, Information and complaints Complaints	-	√
III	Mondonun Village Office				
9.	Sakila Khan, S.ST	Arranger, III/c	Head of Village Secretary	-	√
10.	Etty Mediatris Nuha, ST	Arranger Tkt.I, III/d	Head of Public Order and Security Section, Information and Complaints	-	√
IV	Mendono Village Office				
11.	Hafid Muid, SH	Arranger, III/c	Village Head of Mendono	-	√
12.	Misrawati Suling, S.Sos	Arranger Tkt.I, III/d	Secretary of Village	-	√
13.	Fitrianingsi Lalekeng, S.KM	Arranger Tkt.I, III/d	Head of Government Section	-	√
14.	Amrulah AR. Latief	Young Arranger, III/a	Head of Section Community Development and Welfare	-	√
15.	Raoda La`amu, S.Sos	Arranger, III/c	Head of Section Public Order and Security, Information and Complaints	-	√

Source: Kintom Sub-district Office 2024

The table above shows that in 2025 the Kintom District Government has submitted to the BPKSDM of Banggai Regency a plan for 15 civil servants who will take part in the Administrator Leadership Training (PKA) and Supervisory Leadership Training (PKP) in structural positions, namely in the Kintom District Office, 1 civil servant was proposed to take part in the Administrator Leadership Training (PKA) and 4 people were proposed to take part in the Supervisory Leadership Training (PKP). At the Village level, the civil servants proposed to take part in the Supervisory Leadership Training (PKP) are in the Kintom Village Office. 3 people, in the Mondonun Village as many as 2 people, and in the Mendono Village Office as many as 2 civil servants. From the explanation above, we can see that most of the structural officials in the Kintom District Office have not taken part in the supervisory leadership training (PKP), while the structural positions in the Kintom Village Office, Mondonun Village, and Mendono Village have not had a single employee who has taken part in the supervisory leadership training (PKP).

This illustrates that the career development of civil servants through leadership training conducted by the Kintom District Government is still low. Although the Kintom District Government has several times achieved achievements in the District Performance Evaluation, this tends to be more on the initiative of the Sub-district Head who has competencies that are reflected in his undergraduate education level and has qualified for Administrator Leadership Training (KPA) so that he is able to encourage employee work creativity in carrying out his duties and functions. The basis for the agency's consideration in implementing training for its employees is for the development and career development of the employees concerned, promotion interests, budget availability and requirements met by employees to participate in training. The selection of employees who are included in the training is based on organizational needs, increased performance, employee abilities and skills and rank.

Referring to expert opinion, to encourage natural creativity and innovation in employees, structural officials are needed with competency, performance, and collaborative leadership to improve performance at the Kintom Sub-district Office and Village Office, as well as being adaptive in facing rapid changes in the work environment and community civilization. Therefore,

career development and managerial competence through leadership training are very necessary to implement policies technically and operationally. According to Andrew F. Sikula, training is a systematic long-term educational process to teach technical knowledge and certain skills, but technical training in the Kintom District Government is still less than optimal. Several technical trainings such as technical guidance on financial reports, application-based archiving, asset management, and Bumdes mock studies have been carried out, but have not had a direct impact on the community and have not provided an active role in managing Bumdes in Kintom District. As explained by Armstrong, human resource development (HRD) involves learning, training, and development within a strategic framework to improve individual, team, and organizational performance.

The expert opinion above emphasizes the importance of training in human resource development to improve employee work capabilities in carrying out tasks and functions in order to realize organizational goals. With the support of the Kintom District Government, the provision of opportunities to participate in administrator leadership training (PKA) and supervisors (PKP) for apparatus occupying structural positions, as well as technical training, is expected to be able to make apparatus adaptive in facing changes in the community environment and the progress of government organizations. Based on the results of interviews, discussions, and data at the research location, training has not been implemented properly in improving employee knowledge, skills, and competencies, so that creativity and work innovation are not optimal. Most structural employees have not participated in leadership training, especially PKP, and the minimal technical training attended by employees is because it is only based on invitations from related agencies. In addition, the technical training that has been attended has not had a direct impact on the community.

CONCLUSION

Based on the results of research and discussion on Human Resource Development in the Kintom District Government, Banggai Regency. It is concluded that the Learning aspect and Development aspect in human resource development have been implemented optimally. While the Education aspect and Training aspect in human resource development have not been implemented optimally.

SUGGESTION

Human Resource Development through Education, Kintom District Government needs to foster an understanding among the apparatus that education is very important in career development and help civil servants to obtain education funds through study assignments. As well as helping Honorary Employees to obtain educational assistance from the Banggai Regency Social Welfare Section or seeking educational assistance from the DSLNG company and the ESSA PAU company. Human Resource Development through Training, Kintom District Government needs to propose structural officials to take part in administrator leadership training (PKA) or supervisor leadership training (PKP) as a form of civil servant career development. As well as increasing technical training according to the needs of carrying out their duties and functions.

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