

## THE ROLE OF EDUCATION AND TRAINING LEADERSHIP OF ECHELON IV IN IMPROVING APPARATUS RESOURCES QUALITY OF ASAHAN REGENCY

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**ABSTRACT:** *This study aims to describe the result of Education and Training Leadership of Echelon IV of Asahan Regency. The location of the study was carried out in the government agencies of Asahan Regency by BPSDM of North Sumatra. This research is held on April 2018 to September 2018 by using qualitative research methods. The result shows that knowledge assessment, work ethic attitude (skills) and leadership (abilities) that increase after attending Education and Training Leadership of Echelon IV. Apparatus in Asahan Regency who received training and education could transform their knowledge to other employees to improve the quality of resources in Asahan Regency.*

**KEYWORDS:** *education and training leadership; echelon IV; apparatus resources*

### INTRODUCTION

According to Constitution of the Republic of Indonesia No. 5 of 2014 on State Civil Apparatus (ASN), State Civil Apparatus is a form of profession, with the establishment of ASN as a profession, it is necessary to have principles, basic values, codes of ethics, codes of conduct, and competence development. ASN employees consist of the State Civil Apparatus (ASN) and government employees with employment contract (PPPK). In the ASN Law it is also regulated regarding the duties of National Institute of Public Administration The Republic of Indonesia (LAN) as explained in Article 44 concerning the task of the Institute of Public Administration (LAN) to develop and organize competency-based ASN Employee training, plan and supervise education needs - training ASN Employees nationally, establish standards for guiding the implementation of education, functional technical training and specific tracking, as well as granting accreditation and certification in their fields by involving relevant ministries and institutions, certifying participants' graduation education - training, fostering and organizing education - training on public policy analysis.

In government organizations, ASN is the main asset of the Human Resources of the state apparatus which is the main pillar of the government in the administration of government and development. The existence of ASN is the main asset of human resources in the state apparatus to achieve development. The existence of ASN is very strategic in creating efficient service to the community which is indeed the main task of the government. Given that strategic role, efforts to empower and develop ASN careers must be carried out in a planned, integrated, organized manner so that they can form ASN figures who have competence, a spirit of service, care and professionalism (Sedarmayanti, 2010: 32).

In forming a quality ASN figure, the government has issued policies that aim at the above objectives, one of that is education and training or commonly abbreviated as *Diklat* (Education and Training). *Diklat* is a learning process within the organization that leads to changes in employee attitudes and behavior in order to meet the expectations of work qualifications and the demands of organizational development both internally and externally. Based on Government Regulation of the Republic of

Indonesia No. 101 of 2000, the objectives of education and training are increasing knowledge, skills and attitudes to be able to carry out professional assignments based on ASN's personality and ethics according to agency needs, strengthening the attitude and spirit of service-oriented, guarding and empowering the community, creating a common vision and dynamic mindset. With the existence of the Government Regulation (PP), the emphasis is on the quality of ASN to always improve capacity or self-quality by participating in training.

Staffing regulations in the Regulation of the Head of National Institute of Public Administration The Republic of Indonesia (Perkalan) No. 20 of 2015. In personnel management systems, echelon IV structural officials play a very decisive role in planning the implementation of agency activities and leading subordinates and all stakeholders to carry out these activities effectively and efficiently. This task requires operational leadership competencies, namely the ability to make plans for implementing agency activities and the ability to influence and mobilize subordinates and strategic stakeholders in carrying out planned activities.

In forming structural echelon IV officials, the implementation of Education and Training Leadership of Echelon IV is not limited to equip participants with the competencies needed to become operational leaders. An innovative Education and Training Leadership of Echelon IV is needed, namely the implementation of Education and Training that enables participants to be able to apply the competencies they already have. In the implementation of Education and Training Leadership of Echelon IV, participants are required to show their performance in designing a change in their work unit and lead the change so that it gives significant results. Thus, the renewal of Education and Training Leadership of Echelon IV is expected to produce alumni who not only have operational leadership competencies, but are also able to show their performance in leading changes in their units. Asahan Regency is located in North Sumatra Province. Echelon IV officials in Asahan Regency Government certainly have a very decisive role in planning the implementation of agency activities. In addition, they also lead subordinates and all strategic stakeholders to carry out activities effectively and efficiently. The task requires operational leadership competencies, namely the ability to plan implementation of agency activities and the ability to influence and mobilize subordinates and strategic stakeholders in carrying out planned activities (Source: <http://www.asahankab.go.id/>).

Echelon IV officials are scattered in various agencies within the Asahan Regency Government such as in Human Resources Agency (BKD), Regional Secretariat, subdistrict and village. The last time of the implementation Education and Training Leadership of Echelon IV was conducted in 2017 at North Sumatra Human Resource Development Agency. The implementation of PIM IV Training was held for 3 months in the Provincial Government. In education and training, echelon IV officials in the Asahan Regency Government are given various materials such as public ethical standards, integrity, national pillars, evaluation of leadership and so on. In training, participants also study the field services.

After Education and Training Leadership of Echelon IV training, it is expected that the performance of echelon IV officials can be increased to provide services to the community, organize their subordinates, apply the ASN code of ethics, and show improvement in their performance competencies. However, based on observations of researchers, echelon IV officials who have

participated in Education and Training Leadership of Echelon IV have not shown significant performance changes. In doing work, echelon IV officials are still ineffective. Such public complaints are included in the handling of demonstrations, They do not equipped yet with good communication skills and problem analysis to find solutions. On the other hand, echelon IV officials are also still hesitant in every decision making. It gives an effect on the effectiveness of the performance in his institution. Therefore, predetermined targets are often not achieved. Another problem is the lack of responsiveness to a problem both internal and public complaints. The problems in the institution that hamper performance, continue to grow.

## REVIEW OF LITERATURE

### Role Theory

Role theory is a theory which is a combination of various theories, orientations, and disciplines. The term "role" is taken from the world of theater. In theater, an actor must play as a certain character and in his position as a character he is expected to behave in a certain way. In addition, roles or roles also have several parts, namely (Cohen, 2009: 25):

1. Anacted Role is a method that is truly carried out by someone in carrying out a role.
2. Prescribed Role is the way that people expect us to carry out certain roles.
3. Role Conflict is a condition that is experienced by someone who occupies a status or more that demands hope and purpose of conflicting roles with each other.
4. Role Distance is the Implementation of Emotional Roles.
5. Role Failure is the failure of someone in carrying out certain roles.
6. Role Model is someone whose behavior we exemplify, imitate, follow.
7. Role Set is a person's relationship with another individual when she/he is carrying out his role.
8. Role Strain is a condition that arises when a person experiences difficulties in fulfilling the expectations or objectives of the role being carried out due to the uncertainty that contradicts each other.

While the role in this research is action with status in an institution. Understanding the role expressed by Soerjono Soekanto: "The role is the dynamic aspect of position (status). If someone carries out their rights and obligations according to their position, then he / she carries out a role "(Soekanto, 2006: 268). There are also in anthropology and the social sciences the role is "individual behavior that performs a certain position" (Koentjoroningrat, 2016: 35).

### Education and Training

According to Notoadmodjo (2009: 16), education and training are an effort to develop human resources especially to develop intellectual abilities and human personality. The use of the terms education and training in an institution or organization is usually incorporated into training. Units that handle employee training are commonly called *Pusdiklat* (Center for education and training). *Diklat* can be seen as one form of investment. Therefore, every organization or agency that wants to develop, the training for its employees must receive great attention.

Referring to the definition of Sulistiyasi (2009: 219), states that education and training are an effort to maintain, improve the ability, capacity and professionalism of employees. This is important because

the way that organizations use to maintain public employees in the organization and at the same time increase the expertise of employees to be able to improve their performance.

Education and training are an effort to improve the mastery of various skills and techniques of implementing work (Umar, 2001: 12). Whereas according to Atmodiwirio (1993: 25), defines that education and training are educational activities of employees or prospective employees relating to increase knowledge, skills and attitudes in order to achieve effective and efficient organizational goals in order to meet the requirements of certain functional positions. Hamali (2015: 69), states that training and education are part of education. Training is specific, practical and immediate. Specific means training is related to the area of work performed. Practical and immediate means that those who have been trained can be practiced. Generally training is intended to improve the mastery of various work skills in a relatively short time. Then according to Sofyandi (2013: 112) defines that training is an effort to increase the knowledge and ability of employees to carry out their work more effectively and efficiently. The training program is a series of programs that are designed to increase the knowledge and capabilities of employees in relation to their work, the effectiveness of training programs is a term to ascertain whether the training program is carried out effectively in achieving the specified targets.

## **Performance**

Benardin and Russel (in Priansa; 2014: 270) state that, "Performance is the result produced by the function of a particular job or activities - certain activities for a certain period of time. The results of the work are the result of abilities, expertise, and desires achieved. "According to Milkovich and Boudreau (in Priansa; 2014: 270), Performance is the level at which employees carry out their work in accordance with predetermined conditions.

According to Gibson, Ivancevich and Donnely (in Priansa; 2014: 270) state that, "Factors that influence employee performance are individual variables, psychological variables, and organizational variables."

Individual variables include:

- a. Ability and skills both physically and mentally
- b. Background such as family, social level and experience
- c. Demographics regarding age, origin and gender

Psychological variables include:

- a. Perception
- b. Attitude
- c. Personality
- d. Learn
- e. Motivation

Organizational variables include:

- a. Resource
- b. Leadership
- c. Reward
- d. Structure
- e. Job design

### State Civil Apparatus

State Civil Apparatus (ASN) are those who have fulfilled the conditions specified in the applicable laws and regulations, appointed by authorized officials and assigned duties in a state office or assigned to another state's duties determined based on legislation and paid according to the legislation applicable laws (Ismail, 2003: 32). ASN is a state apparatus whose duty is to provide services to the community in a professional, honest, fair and equitable manner in the implementation of state, government and development tasks in Indonesia. Civil Servants in Indonesia consist of:

- a. State Civil Apparatus
- b. Member of the Indonesian Armed Forces (TNI)
- c. Member of the Indonesian National Police (Polri)

State Civil Apparatus consists of:

- a. Central ASN is ASN whose salary is charged to the state budget, and works in ministries, non-ministerial institutions, state secretariats, high-state institutions, vertical agencies in the regions, and clerks in the courts.
- b. Regional ASN namely ASN working in the Regional Government and the salary is charged to the Regional Budget. Regional ASN consists of Provincial Regional ASN and Regency / City Regional ASN.

According to Article 1 number (3) UUASN, ASN is an Indonesian citizen who fulfills certain requirements, is appointed as a permanent ASN employee by a staffing official to occupy a government position. Both the Central ASN and the Regional ASN can be seconded outside the parent agency. If so, the salary is charged to the agency that receives assistance. Authorized officials can appoint Temporary Civil Service (PTT) or also called honorary employees; namely employees who are appointed for a certain period of time to carry out government and development tasks that are technical and professional in accordance with the needs and capabilities of the organization. PTT is not a civil servant. In government bureaucracy there are two career positions are known, namely positions in a bureaucratic environment that can only be occupied by ASNs. Career positions can be divided into 2, namely:

- a. Structural Position

A position that is firmly in the organizational structure. Structural position ranks from the lowest level (echelon IV / b) to the highest (echelon I / a). Examples of structural positions in the Central ASN are: Secretary General, Director General, Head of Bureau, and Expert Staff. While examples of structural positions in Regional Civil Servants are: regional secretaries, heads of agencies / agencies / offices, section heads, field heads, section heads, sub-district heads, sub-district secretaries, village heads, and village chief secretaries.

- b. Functional

Namely a position that is not explicitly mentioned in the organizational structure, but from the point of view of its function is required by the organization, for example: auditors (Functional Auditor or JFA), teachers, lecturers, doctors, nurses, midwives, pharmacists, researchers, planners, computer institutions, statistics, educational laboratory institutions, and motor vehicle testers.

## Human Resources

There are experts who equate human resources with "manpower" (labor). Some people equate the understanding of human resources with personal (personnel, staffing, etc.). Human resources are the only resources that have a sense of mind, desire, skills, knowledge, encouragement, power, and work (ratio, taste, and intention). All potential human resources affect the organization's efforts to achieve goals. However advanced technology, the development of information, the availability of capital and the adequacy of materials, if without human resources it is difficult for the organization to achieve its objectives (Sutrisno, 2011: 34). Werther and Davis (1996: 20) state that human resources are "employees who are ready, capable, and alert to achieving organizational goals". As stated that the main dimension of the side of human resources is its contribution to the organization while the basic dimension of human is the treatment of contributions to it which in turn will determine the quality and capability of his life.

High-quality human resources according to Ndraha (1999: 13) are human resources that are able to create not only comparative values but also innovative-generative competitive values by using the highest energy such as intelligence, creativity, and imagination: no longer solely using energy such as raw materials, land, water, muscle power, and so on. By adhering to the definition above, we must understand that human resources must be interpreted as a source of strength derived from humans that can be utilized by the organization. The term human resources is human resources and is power. This opinion is relevant in the framework of thinking that resources must be improved in quality and competence to become a strength.

Social and economic characteristics are related to the quality (quality) of human resources. The success of development carried out by a country is largely determined by the quality of human resources that exist both physically and mentally. Human resources or residents become effective labor assets to create prosperity. Abundant natural wealth will not be able to provide great benefits for humans if existing human resources are unable to process and utilize available natural resources. Thus we must understand how important it is to strive for high-quality natural resources so that it does not become a burden to development.

## Bureaucracy Theory

Epistemologically the bureaucracy comes from the word "bureau" which means a table or office and the word "kratia" (cratin) which means the government. In the beginning, this term was used to refer to a systematic work activity that was regulated or governed by an office through administrative activities. As it is in modern society where so many affairs are continuous and tend to remain, only bureaucratic organizations are able to answer them. Some of the names or terms of bureaucracy itself are translated as government whose members are called bureaucratic apparatus or bureaucrats.

According to Sedarmayanti (2010: 67) bureaucracy is a system of administering government run by civil servants based on legislation. Bureaucracy is an organizational structure depicted by a hierarchy whose officials are appointed or appointed, the lines of responsibility and authority are governed by known rules (including before), and the justification of each decision requires references to determine policies whose authorization is determined by the credentials outside the organizational



structure own. More specifically the bureaucracy is described as an organization that has levels, each level occupied by appointed officials, accompanied by rules regarding their authority and responsibilities, and each policy made must be known by the credentials. The term bureaucracy was first put forward by Martin Albrow to give attributes to that term used by a French philosopher Vincent de Gournay who for the first time used the term bureaucracy in describing the Russian Government system in 1745 (Thoha, 2008: 92).

### **III. RESEARCH METHOD**

The location of the study was carried out in the government agencies of Asahan Regency and in BPSDM North Sumatra. While this research takes place during the period April 2018 to September 2018. This research used qualitative research methods that used to examine the condition of natural objects where researchers are as key instruments, sampling data sources using purposive, collection techniques with triangulation, analyzing data is inductive / qualitative, and research results qualitative emphasizes more meaning than generalization.

To understand the central symptoms the researcher interviewed the research participants or participants by asking general and rather broad questions. Information conveyed by participants is then collected, information is usually in the form of words or texts. Data in the form of words or text are then analyzed. The results of the analysis can be in the form of descriptions or descriptions or can be in the form of themes. From the data the researcher makes an interpretation to capture the deepest meaning (Sugiono, 2009: 15).

### **DISCUSSION**

Each Ministry, Department, Non-Departmental Government Institution and Secretariat of State Institutions, Provincial Governments, District Governments, and Municipal Governments are seen as an "independent" institutional entity, in which there are two processes of governance and development, namely the process of public policy formulation and process of implementing public services according to their respective sectors. In the process of public policy formulation, a vision and strategy is in the form of a mission to realize this vision. In the implementation of public services, operational activities are carried out for the mission. Referring to these two processes, the focus of leadership competence at each structural position level is determined, namely echelon I structural officials are required to have visionary leadership competencies, namely formulating a vision and leading the realization of that vision; echelon II structural officials are required to have strategic leadership competencies, namely formulating a strategy or mission and leading the implementation of the mission; echelon IV structural officials are required to have tactical leadership competencies, namely to set activities and lead the implementation of these activities. Especially for echelon IV structural officials, that is required to have tactical leadership competencies, namely the ability to formulate activities and lead the realization of these activities.

To meet the demands of the position competency standard, leadership competence is defined as the ability to influence and invite strategic stakeholders to work together and achieve organizational unit goals that have been previously set. Thus, the indicators of leadership performance of each official are very much determined by the ability to lead change, which is how to determine the area and focus of change in the work unit, mobilize stakeholders to become their followers so that together they can realize the changes they have set.

When interviewing informants from BKD District, researchers asked whether training and education were relevant to work needs? The informant explained that;

*"The training program at North Sumatera Human Resource Development Agency (BPSDM) was relevant, it could be seen from training - education programs that were suitable with the training participants' needs. Training and education provides broader knowledge and insights about leadership so that it could improve work productivity. The main tasks and functions of each official were increasingly known after getting education and training."*

It means that education and training can provide provisions for officials to carry out good governance in accordance with the vision and mission of Asahan Regency. The majority of informants considered agreeing that the education and training program in BPSDM of North Sumatra Province provided in accordance with the expertise of participants, this can be seen from the ability of participants in participating in education and training provided by BPSDM of North Sumatra Province.

In the method or style of studying, informants feel comfortable with the education and training provided. Participants are not bored with the learning methods provided by infrastructure. Besides learning theory, the participants were also taught to complete a project. That is, participants also immediately practice to apply the material obtained in training and education. Likewise, the instructor gives each material. The instructor has a friendly attitude and masters the material carefully. Thus, participants find it very easy to absorb the material delivered by each instructor. Although there are still shortcomings from some instructors, especially convoluted communication, so that it is sometimes difficult for participants to understand the material. The informant also explained that the instructor had used advanced technology in education and training. The use of advanced technology in education and training is certainly a supporting facility for participants to more effectively understand the material presented. BPSDM also parsed the indicators set as evaluations assessing the success of the participants participating in Education and Training Leadership of Echelon IV. There were 2 things assessed, namely, first, attitude and behavior. Second, the quality of change.

Based on the description from the informant, it was explained that participants or echelon IV officials who had attended *Diklat* had significant changes. The change that occurs was one of them lied in knowledge in governance at the Instance. These officials have broader and deeper insights to carry out their main duties and functions. The coworkers or subordinates in the agency were more confident about the officials' knowledge after getting Education and Training Leadership of Echelon IV training. Leadership from officials shows their quality to encourage work motivation for their subordinates. On



the other hand, the increase in knowledge he has, has improved the performance of employees in the Agency.

After participating in Education and Training Leadership of Echelon IV, echelon IV officials in Asahan district also experienced increased capabilities. Relevant officials have the ability to see regional potential. even though there are still informants who think that the education and training provided is not the main target in forming employees who are able to see the potential of the region, but there are other factors such as experience and insights gained during work. The informant also considered that the training program in BPSDM of North Sumatra Province was given to develop capabilities that exist within employees because by getting education and training participants were given training that could be the provision of participants in developing the abilities that exist within the participants. Then the informant considered that the BPSDM of North Sumatra Province training program could create employees who have the ability to see potential in their field, this is because the participants were given education and training related to how employees see and develop the potential that exists in their respective fields.

The informant also explained that participants who attended education and training experienced increased skills in work. These skills include the preparation of work plans, implementation and evaluation. In terms of planning, the official considered the aspects of natural resources and human resources more. The potential of natural resources and human resources is a consideration in deciding work plans. The official is capable of managing employees in the relevant agencies to comprehensively understand the work plan prepared. On the other hand, the official also has the skills to encourage ideas and ideas from each employee to contribute more in the preparation of work plans. Equally important, the work plan prepared was also based on consideration of the problems and needs of the people in Asahan Regency.

In the context of the skills to run the program, the official is able to lead his subordinates or other employees to achieve the targets set. The official can also be a role model with his skills to carry out all program work plans. Similarly, evaluation skills, these officials have the skills to evaluate every detail of the program that has been implemented. The official evaluates the implementation process, then evaluates the achievement of the targets set and looks at the factors that influence the implementation of the program in the relevant agencies.

The attitude and behavior possessed by echelon IV officials after joining *Diklat* also experienced good changes. The attitude of integrity, totality, discipline and tolerance, was shown by the official to their subordinates. Integrity values which is very prominent is shown in carrying out the tasks or program plans that have been prepared. These officials are very consistently well run. Integrity as an agency leader is also shown well. Thus in terms of totality, these officials increasingly totality in carrying out their main duties and functions. In terms of discipline, the official is increasingly disciplined in his daily work activities. These officials rarely enter late, they are very disciplined in leading subordinates, and disciplined in monitoring work programs to achieve the set targets. So the informants saw that

there was an improvement in the lack of attitudes and behavior by participants who had participated in Education and Training Leadership of Echelon IV in Asahan Regency.

Informants assumed that the training program in BPSDM of North Sumatra Province could improve leadership attitudes. Leadership could be seen from the ability to organize their institutions to carry out their duties and functions. The informant added that leadership was also shown by leadership in terms of ensuring agency work could reach the targets set. No less important was leadership to ensure that other employees could work professionally to carry out their duties. This leadership was also shown from employee work initiatives, this could be seen by some informants' responses that education and training programs could teach trainees more initiative in carrying out their current tasks.

Leadership values also appeared after participating in Education and Training Leadership of Echelon IV. Before joining the Program of Education and Training Leadership of Echelon IV Relevant officials still have distance from their employees or subordinates. However, after the Program Education and Training Leadership of Echelon IV was held, the relevant officials had already demonstrated the existence of professional cooperation between superiors and subordinates. The work carried out in the agency has been carried out with good cooperation between superiors and subordinates. The official has the ability to increase cooperation in every job. So that teamwork in institutions can be felt more by every employee. This means that in addition to collaboration between subordinates and above, the stronger, cooperation between parts is also getting stronger. Increasingly strong cooperation can also be seen from the coordination of superiors and subordinates or between parts also getting better in Asahan Regency.

## CONCLUSION

Education and Training Leadership of Echelon IV organized by North Sumatera Human Resource Development Agency (BPSDM) has a strategic role in improving the quality of apparatus resources in Asahan Regency. This can be seen from the indicators of insight / knowledge assessment, work ethic attitude (skills) and leadership (abilities) that increase after attending Education and Training Leadership of Echelon IV. Apparatus in Asahan Regency who received training and education could transform their knowledge to other employees to improve the quality of resources in Asahan Regency. Education and Training Leadership of Echelon IV organized by BPSDM of North Sumatra Province has been in accordance with its purpose to improve the quality of the apparatus. This success is supported by training materials, training methods and instructor skills designed by BPSDM before the implementation of Education and Training Leadership of Echelon IV. There are factors that hinder the maximum effectiveness of Education and Training Leadership of Echelon IV to improve the quality of resource apparatus in Asahan Regency. The factors that influence it are 1). The absence of material that focuses on increasing the ability of participants to develop the potential of Asahan Regency, 2). Standard assessment of participants who are too loose, and 3). Technology gap in Asahan Regency.

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