

Competence and Performance Aspects in the Placement of the Head of Financial Affairs at the North Kalimantan Police Work Unit

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ABSTRACT

The Indonesian National Police as well as other organizations in the era of the industrial revolution 4.0 are also faced with various challenges. The main task of the National Police as a protector, protector, and servant of the community, maintaining security and public order and law enforcement will be more complex in the future due to the rapid advancement of information technology. This study aims to analyze aspects of competence and performance in the placement of the head of financial affairs at the North Kalimantan Regional Police Work unit. The research method used is descriptive qualitative with data collection techniques, namely interviews and documentation. The informants in this study were 5 personnel who served in the Itwasda work unit, Ditresnarkoba, Bidpropam, Biddokkes, and Yanma Regional Police North Kalimantan. Data analysis techniques, namely data reduction, data presentation, and conclusion drawing. The results of the study showed that personnel with the rank of Brigadier General who was appointed to the position of Kaurkeu even though they were with temporary stakeholder status, were still able to run well. This can be seen from the well-running of police activities at the Regional Police North Kalimantan, especially in the Work units at the Regional Police North Kalimantan. This of course cannot be separated from the role of financial managers in each work unit. Even with the rank of First Brigadier, the personnel appointed to the Kaurkeu position were able to show good performance. Although from interviews conducted with them, it was found that the five of them did not have an educational background related to finance, either in general or specifically in managing police finances. They only study independently under the guidance of the Regional Police's financial advisory function, namely the Bidkeu Regional Police. However, 4 of the 5 personnel have certificates as treasurers from State Treasury Service Office Tanjung Selor. Thus, it can be concluded if the deficiency in the competency factor can be covered by the existence of social support.

Keywords: Competence, performance, police

INTRODUCTION

The Indonesian National Police as well as other organizations in the era of the industrial revolution 4.0 are also faced with various challenges. The main task of the National Police as a protector, protector, and servant of the community, maintaining security and public order and law enforcement will be more complex in the future due to the rapid advancement of information technology. At the 2019 National Police HR Working Meeting, several issues were brought to the attention of the National Police leadership, especially in the field of human resources, namely in terms of quality and quantity as well as in terms of HR management itself. according to (Marchington et al., 2016) HR management is one of the main factors that will differentiate between successful and unsuccessful organizations in addition to other factors such

as technology or finance. HR management is the process of acquiring, training, appraising, and compensating employees, and taking care of their employment relationships, health and safety, and equity issues, (Dessler, 2020).

One aspect that is of concern in the current management of Police's HR is related to the placement of Police personnel in a position. The concept of job placement cannot be separated from the concept of job analysis (Nasrullah et al., 2020; Sari et al., 2020). Job analysis is a procedure carried out in determining the tasks that must be completed in a position as well as HR criteria that are suitable and appropriate to occupy the position. As for (Mathis et al., 2015) human resource placement should be seen primarily as a matching process.

The formation of the Province of North Kalimantan requires the presence of a police unit at the level of the Regional Police. For this reason, the North Kalimantan Regional Police was formed based on the National Police Chief's Decree Number Kep/12/I/2018 dated January 9, 2018. However, the formation of this Regional Police presents new challenges in carrying out tasks, especially in developing Police's human resources. Burns and Stalker, Lawrence and Lorsch (in Hatch, 1996, 2018) believe that effective organizational performance is determined by the fit between the organization's social structure and its environment. The formation of a new work unit as a form of organizational differentiation due to increasingly complex environmental conditions brings consequences, including the need to prepare resources to support the running of the organization.

In this paper, issues related to the limited number of human resources at the North Kalimantan Regional Police will be raised which results in many positions being filled by personnel who do not meet the rank requirements as stipulated in the Chief of Police Decree Number Kep/407/IV/2016 concerning Requirements for Positions of Organizational Units at Level Regional Police. If it is related to theory, this has the potential to cause a mismatch in placement. Inconsistency in placement occurs because the needs, interests, abilities, personality, and expectations are not aligned with the characteristics of the job, rewards, and the organization in which the job is located, (Mathis et al., 2015).

In this paper, an example is taken of the position of the Head of Financial Affairs (Kaurkeu) in the North Kalimantan Regional Police Work unit which is held by personnel with the rank of Brigadier General should be designated for personnel with the rank of Adjunct Commissioner of Police. As an organization that operates in the public sector, the National Police has a characteristic in its HR management, which is thick with hierarchy in the form of rank and seniority. With limited human resources, the National Police, in this case, the North Kalimantan Police, are more flexible in managing their organization without neglecting the achievement of organizational goals. Through this paper, it will be seen whether personnel whose rank does not match the position they hold can show good performance for the Police institution, especially the North Kalimantan Regional Police. If it turns out that the rank held does not affect the performance of the personnel in carrying out the said Kaurkeu position, then it can be used as a reference in making competence and performance factors the main basis for placing Police personnel in a position than previously prioritizing rank and seniority factors.

METHOD

The type of research used is descriptive qualitative, where the aim is to analyze aspects of competence and performance in the placement of the head of financial affairs at the North Kalimantan Regional Police Work unit. Data collection techniques, namely interviews and documentation, (Moleong, 2014; Sugiyono, 2011; Suyitno, 2018). The informants in this study were 5 personnel who served in the Itwasda work unit, Ditresnarkoba, Bidpropam, Biddokkes, and Yanma Regional Police North Kalimantan. Data analysis techniques, namely data reduction, data presentation, and conclusion drawing, (Miles & Huberman, 1994; Moleong, 2014).

RESULT AND DISCUSSION

The performance of an employee will be greatly influenced by the placement made by the organization on him. In the placement, many factors will be considered, including knowledge, skills, and abilities (KSA) or what is termed competence. In addition, the considerations taken will also focus on determining the match between the candidate and the situation that will be faced, both related to work and the company environment. The suitability will not only be related to job satisfaction but will also affect his commitment to the organization.

Placement

Rank within the Police organization is a representation of the roles, functions, and capabilities, as well as the legitimacy of authority and responsibility in assignments. In addition, rank in the Police organization also reflects the length of service period in the Police organization. This means that the higher the rank of a person, it shows that the person has been in service for a long time which of course is also rich in work experience. Professional competence is formed based on work experience. Studies have shown that job competency characteristics should be discussed in the context of Le Deist and Winterton's work experience (in Karimi et al., 2019).

The rank of Police Brigadier Two, commonly abbreviated as Brigadier, is the lowest in the NCO rank in the Police organization. Meanwhile, the rank of Adjunct Police Commissioner, commonly abbreviated as Adjunct Commissioner of Police, is the highest in the First Officer rank. If a non-commissioned officer with the rank of Brigadier General wants to get the rank of Adjunct Commissioner of Police, the person must change groups from NCO to Officer. To be able to carry out the group transfer, education on the development of group transfer is needed either through the Police Inspector School or through the Group Transfer School. If you want to quickly switch groups, you can take part in SIP development education with the condition that a minimum rank of Chief Police Brigadier with a service period in that rank is for 2 years. To reach the rank of Briпка, a Brigadier General must meet the requirements for a regular promotion which requires 11 years of flawless service time. The length of time must be added by 2 years of service in the rank of Briпка, the total time will be 13 years if you want to take SIP education.

If these requirements have been met, the personnel are entitled to take part in the Police Inspector School selection. This selection is of course carried out strictly through predetermined parameters and with a very limited graduation quota for attending education when compared to the interest of the participants who took part in the selection. If at the first opportunity the personnel selection is passed, in approximately 7 (seven) months, the personnel has switched to the officer group, precisely at the level of the First Officer, and will hold the rank of Police Inspector Two.

Then to get to the rank of Adjunct Commissioner of Police (Adjunct Commissioner of Police) from the rank of Inspector of Police Two regularly takes 8 years. This is of course if other requirements are met, such as having occupied the appropriate rank position as will be proposed and during the service, there are no problems. This means that if a Brigadier's career goes smoothly without any obstacles, it will take 21 years to reach the Adjunct Commissioner of Police rank in question. A study shows an employee who has good work experience, the more likely he is to be judged as a good performer (Dessler, 2020).

From this, it is clear how vulnerable the placement of personnel with the rank of Brigadier in the position as Head of Financial Affairs (Kaurkeu) is in the work units at the North Kalimantan Regional Police. Although this appointment is with the status of a temporary holder, the authorities and responsibilities carried are the same as those of a definitive official. Moreover, the task as Kaurkeu is a unique task that requires special skills because it is not taught at the level of formation education. Meanwhile, a Brigadier General can be included in the category of fresh graduates from formation education at the level of the NCO rank. According to (Boag-Munroe, 2019) they do not yet have broad exposure to practices in organizations that affect commitment to the organization, and as a consequence experience before joining (prejoining-apprenticeship) in the organization can be relevant to increase this. However, in the Police organization, internships for school students, the formation of the National Police, do not cover police support functions, such as the financial function. This is of course a risky choice to put them in the Kaurkeu position.

However, this must still be done considering that the Police in carrying out staffing tend to use a workload-based approach. This approach is more comprehensive in carrying out staffing because it is based on the actual conditions of the police workload on the service indicators needed, (Lumb et al., 2003). The National Police has determined either through the Perpol or Perkap regarding the number of personnel in each work unit by considering the functions contained in the work unit. Currently, the composition of Regional Police North Kalimantan personnel is only about 30.63% of the total ideal number (Regional Police Work unit and Polres ranks). As for the Work unit Regional Police itself, the figure is still lower, which is around 22.68% of the ideal number as outlined in Perpol 14 of 2018. So you can imagine the workload that should be borne by the Regional Police North Kalimantan personnel by looking at the number of personnel in question.

Based on the results of the research findings, it is shown that the placement of the Head of Finance at the North Kalimantan Regional Police refers to the proposal of each Kawork unit, in addition to the placement of Brigadier General as Kaurkeu due to the lack of personnel at the North Kalimantan Regional Police. Kawork unit prefers to recommend personnel who can work in the financial sector (even though they do not have an educational background and assignments in finance) rather than personnel who meet the minimum requirements for the rank

to occupy the position but are unable to carry out their duties properly. In line with the opinion (Mathis et al., 2015) that the placement of human resources must be seen as a matching process.

Performance

The main task of the Financial Affairs (Urkeu) function at the Regional Police Work unit as contained in Perpol 14/2018, Urkeu is in charge of organizing financial service activities. The financial services include the implementation of bookkeeping and financial accounting following the applicable provisions and regulations as well as carrying out the receipt and distribution of funds following authorization. In addition, financial services are also in terms of budget and funding implementation, as well as carrying out verification of financial statements following the provisions of laws and regulations. In other words, it can be said that the role of urkeu is very strategic in supporting the activities of each Police work unit. Urkeu's role is to provide support for the provision of the required budget by referring to the norms of budget use that have been set both internally and externally.

With such a complex task that requires expertise in financial management, the burden of a Kaurkeu with the rank of Brigadier General whose age ranges from 23 to 28 years, of course, will be very heavy. However, due to the situation of a limited quantity of human resources who meet the requirements of the position, it finally forced the leadership at Regional Police North Kalimantan to take a policy of placing personnel with the rank of Brigadier General as Kaurkeu in 5 work units of Regional Police North Kalimantan. However, the policy-making still takes into account the guidelines for the appointment of the treasurer of the National Police Unit (Kaurkeu) which is stated in the Letter of the Chief of Police Number: B/171/I/2011 concerning the appointment/appointment of the Treasurer of Work unit Expenditures. In addition, the appointment takes into account the proposals of the respective Heads of Work Units (Kawork unit).

From interviews conducted with the supervisors of Kaurkeu at the North Kalimantan Regional Police Work unit (Kawork unit) it was found that in appointing and proposing the appointment of Kaurkeu to their work units, the Kawork units took into account the competencies possessed by the proposed personnel. The Kawork unit uses the Treasurer's certificate issued by the Director-General of Budget Management of the Ministry of Finance as a reference to the competency aspect of the personnel. In addition, observations on work results and daily behavior on duty (performance) also underlie the proposal. This proposal eventually became the basis for the leadership of the North Kalimantan Regional Police to decide on the appointment of this personnel to occupy the position of Kaurkeu with temporary stakeholder status (ps).

From the results of interviews conducted, some Kawork units had tried to force their personnel who met the rank requirements for the Kaurkeu position but did not have an educational background and were assigned in the financial sector. In the end, what happened was that the performance of the personnel was far from Kawork unit's expectations. Finally, when there was an opportunity to propose the replacement of Kaurkeu, Kawork unit proposed the replacement of Kaurkeu officials to the leadership of the North Kalimantan Regional Police. The personnel proposed to replace the rank-and-file do not meet the requirements, but according to Kawork unit's observations, the proposed personnel are worthy and appropriate to carry out their duties as Kaurkeu. It was also asked to other Kawork units who had similar problems

regarding whether the person holding the current Kaurkeu position would be willing to be replaced with personnel who met the rank requirements. The answer from the Kawork unit was that he was pleased as long as the person had proper performance and competence. However, if he only has a rank and does not perform in terms of competence and performance, then he will refuse the replacement.

In the last 100 years, there have been at least 6 groups of human generations based on the theory put forward by Graeme Codrington & Sue Grant-Marshall, one of which is Generation Z who was born between 1995-2010. Those born at that age can be called teenagers who are still very vulnerable to changes in attitude development, they are usually still looking for their identity, (Monks & Knoers, 2014). So, if it is associated with Kaurkeu who holds the rank of Brigadier General at the North Kalimantan Regional Police, of course, there will be some obstacles in carrying out the task. A person who holds a position must of course have maturity in thinking and acting, the higher the position, the higher the demands for maturity in thinking and acting. A study (Fine et al., 2010) states that workers who often engage in counterproductive behavior are young employees.

Counterproductive behaviors that arise include work stress. Job stress can be interpreted as a process in the form of psychological demands and experiences at work that produces short-term effects in the form of strain (individual response) and the long term will affect physical and mental health. , (Ganster & Rosen, 2013). One of the causes of work stress is work overload. According to Cary Cooper (Bunker et al., 1992; Risser et al., 1999) work overload (excessive workload) is usually divided into two, namely quantitative and qualitative overload. Quantitative overload is when an employee's physical work exceeds his ability. This is because employees have to complete a lot of work in a short time. Qualitative overload occurs when the work to be done by employees is too difficult and complex. In addition, decision-making that will have an impact on the company and employees often makes a manager feel depressed. Moreover, if the decision-making also demands responsibility, the possibility of increased stress can also occur.

From interviews conducted with 5 personnel who occupy the position of Kaurkeu, it was found that there was the pressure they felt in carrying out their work. One of these pressures comes from quantitative overload. They feel that the work that is their responsibility sometimes sacrifices time for recreation on the weekends. Unexpected working time is one of the factors that can affect a healthy work-life, (Scholarios et al., 2017). They also feel pressure from the demands of responsibility for the positions they hold. Financial responsibilities can sometimes have legal repercussions if deviations occur. With their very young condition and looming legal responsibilities, it becomes a burden for them to carry out their duties.

The pressure in the main job, work overload causes a lack of comfort at work, (Gryna Frank, 2004). This of course will affect the results of the work carried out. It is therefore important to keep stress related to the work at hand to a minimum. Regarding the work pressures experienced by Kaurkeu at Regional Police North Kalimantan, they can still be overcome by prioritizing support from the environment. The pressure in completing the work is tried to be overcome by seeking support from the environment, both the work environment and the living environment. The five of them agree that environmental support, especially from colleagues, is very helpful in overcoming the workload they face.

To find out how the performance of 5 personnel with the rank of Brigadier General who occupied the position as Kaukeur at the North Kalimantan Regional Police Work unit, it can be seen from the assessment of individual performance and their contribution to the achievement of organizational performance. Individual performance appraisal at the National Police uses a mechanism called the Police Performance Management System (SMK) which refers to Police Regulation Number 2 of 2018 concerning Performance Assessment of Police Members with Vocational High Schools. Vocational High School is a system used to identify and measure the performance of Police members to align with the organization's vision and mission. The performance assessment carried out includes specific factors (employment contracts and additional tasks) as well as generic factors (performance factors and standards as well as punishments and rewards received). The results of the SMK from the 5 personnel obtained from the HR Bureau of the North Kalimantan Police for 2 periods in 2020 are in a good category. There is one person who has an SMK score of 2 periods in 2020 with a very good category.

The achievement of organizational performance will be measured from the aspect of how budget management is carried out, namely by referring to the Budget Implementing Performance Indicators made by the Tanjung Selor State Treasury Service Office for the 2020 fiscal year. North Kalimantan has not carried out budget management (Regional Police's budget has been entrusted to the Bulungan Police Work unit). Meanwhile, in 2019 budget management is still in the consolidation stage so that more emphasis is placed on introducing police financial management procedures. Besides that, the number of personnel in 2019 is also still very lacking, which is only 20.36% of the number of personnel that should be available. From the data obtained, it is known that the 5 working units whose head of the office was held by personnel with the rank of Brigadier General had obtained an IKPA score above 80%. One of the work units received an IKPA score of 91.28%. This shows that the implementation of the budget carried out by the 5 personnel has been going well

Competence

Referring to the opinion of Tucker and Cofsky (in Chouhan & Srivastava, 2014) There are five main components of competence, namely knowledge, skills, self-concepts, and values (attitudes), traits, and motives. Knowledge refers to information and learning that exists within a person, such as a surgeon's knowledge of human anatomy. Skill refers to a person's ability to perform a specific task, such as the skill of a surgeon to perform surgery. Self-concepts and values refer to a person's attitudes, values, and self-image. Traits refer to physical characteristics and consistent responses to situations or information, such as self-control is the ability to remain calm under pressure. Motives are emotions, desires, physiological needs, or similar impulses that drive action, or can be analogous to a person's interest to act.

From the results of interviews conducted with 5 personnel of the North Kalimantan Regional Police with the rank of Brigadier General who occupied the position of Kaurkeu at the North Kalimantan Regional Police Work unit and from the curriculum vitae obtained from the HR Bureau of the North Kalimantan Police, it was found that they had no previous educational background related to financial management (knowledge). This is reasonable because the recruitment carried out especially for members of the National Police (not PNS Police) has never been carried out by specializing in the financial sector, especially for the NCO level. However, this can be covered by technical guidance carried out both internally by Bidkeu

Regional Police North Kalimantan and externally by KPPN Tanjung Selor. Through this technical guidance, personnel who previously did not have an educational background and were assigned in the financial sector can have technical knowledge related to good budget management following the rules and norms that have been set both internally by the National Police and externally (Ministry of Finance).

Regarding the skills that must be possessed by a Kaurkeu at the Regional Police Work unit, of course, he must have the ability in the field of financial management (accounting), mastery of rules related to the use of budgets (both internal and external), and the ability to operationalize supporting resources (IT). From the interviews conducted, it was also a known fact that they did not fully control the rules set out in the management of the Police's finances. However, 4 of the 5 personnel in question have a certificate as treasurer issued by the State Treasury Service Office. However, to cover this (control of the rules), the task as Kaurkeu is carried out with guidance from the financial function supervisor at the Regional Police level, namely the Finance Sector (Bidkeu) of the Regional Police. So if there are problems and problems, they will immediately coordinate with the Bidkeu. As for the use of supporting resources, in this case, the use of IT in supporting the implementation of tasks, they did not encounter any significant obstacles, especially since they were also provided with laptop computers from the office to help with their work.

As for the concept and self-worth (attitude) as well as the nature of the personnel, it can refer to the violation data recorded in personnel records which will also be used as an indicator of generic factors in performance assessment with the National Police Vocational School. In the internal police, if someone is to be appointed to a position, they must obtain a recommendation from Bidpropam that the personnel have good attitudes and behavior and are not in the process of being committed to the violation. With these 5 personnel who have occupied the Kaurkeu position, of course, they have pocketed the recommendation, which means that in their attitude, nature, behavior, and daily actions there are no problems. In addition, this is also strengthened by the value of SMK 2 for the period in 2020 which is at least in the good category of the five personnel in question.

As for the motive, it can be related to the interest of this personnel in carrying out their duties as Kaurkeu. According to (Hurlock, 1978) interest is a source of motivation that drives them to do what they want when they are free to choose. When they see that something will be profitable, they feel interested, when satisfaction decreases interest decreases. According to Harlock (Padatu & Akib, 2018; Suprpto et al., 2018) that interest will add excitement to every activity a person engages in. From the interviews conducted with the 5 personnel regarding their interest, the five stated that they were not interested in serving in the finance function. The five agreed that if it was possible to serve in other functions, they would be happy to leave their positions at Kaurkeu. They stated that occupying the Kaurkeu position was only a manifestation of loyalty to the leadership who had entrusted the job and position to them. They view that serving as Kaurkeu is something that is not profitable because of the large burden of responsibility and requires sacrifice in carrying it out.

CONCLUSION

From the research findings seen from 3 aspects, namely 1) placement it was found that the placement in the position of Kaurkeu at Regional Police North Kalimantan refers to the proposal of each Kawork unit, in addition to the placement of Brigadier General as Kaurkeu due to lack of personnel at Regional Police North Kalimantan then Kawork unit prefers to recommend personnel who can work in the financial sector (even though they do not have an educational background and assignments in the financial sector) rather than personnel who meet the minimum requirements for the rank to occupy the position but are unable to carry out their duties properly; 2) Performance, namely the performance of 5 personnel with the rank of Brigadier General who served as Kaurkeu referring to SMK 2 for the 2020 period was categorized as good and even one person was categorized as very good (meaning there was no record of violations). Then in terms of organizational performance, the Work unit whose Kaurkeu holds the rank of Brigadier General has an IKPA FY 2020 score in a good category and there is even one work unit with a very good category. This is due to the support from co-workers (fellow Kaurkeu) financial function supervisors (Bidkeu Regional Police North Kalimantan and State Treasury Service Office) in carrying out their duties as Kaurkeu, and 3) Competence, namely out of 5 people there are 4 people who already have a certificate as treasurer issued by the Director-General of Treasury of the Ministry of Finance which is an acknowledgment of competence in budget management. In addition, to increase the competence of personnel, training is held in the form of technical guidance as well as consultations by the Bidkeu Regional Police North Kalimantan or State Treasury Service Office Tanjung Selor to help with deficiencies in the aspects of knowledge and skills.

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