

Implementation of Job Analysis Results in Fulfilling Public Service Standards at the Education and Culture Service in West Sumbawa Regency

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Abstract

Fulfilling public service standards is an aspect that must be fulfilled in maintaining the quality of services provided by each government agency. In this case, the Department of Education and Culture in West Sumbawa Regency, implementing the results of job analysis has an important role in efforts to improve the quality of public services. This research aims to reveal how the results of job analysis can be used to fulfill public service standards at the Education and Culture Service in West Sumbawa Regency. This research uses qualitative methods by collecting data through interviews with ten informants, document studies and observations. The research results show that the results of the job analysis have provided a clear view of the duties, responsibilities and qualifications required by each position in the West Sumbawa Regency Education and Culture Service. Implementation of the results of the job analysis is carried out in the following way: 1) determining priorities by understanding the roles and responsibilities of each position, this helps in efficient resources; 2) employee recruitment and selection, the department uses the results of job analysis as a guide in the employee recruitment and selection process. This ensures that employees placed in positions have appropriate qualifications; 3) the results of job analysis help in designing appropriate training programs for employees. So that it can improve the competencies and skills needed to provide quality services; 4) evaluate performance, with a better understanding of duties and responsibilities, which can be used to ensure public services continue to meet established standards; 5) preparation of service standards, the results of job analysis are used as a basis for developing clear public service standards. So it can help in providing firm guidelines for employees in providing services to the community. This research concludes that implementing the results of job analysis is very important in fulfilling public service standards at the Education and Culture Service in West Sumbawa Regency. With a better understanding of the duties and responsibilities of each position holder, efficiency, competence and quality of services provided to the community can be increased. This makes a positive contribution in increasing community satisfaction with the public services provided by community heads as service users.

Keywords: *Implementation, Job Analysis, Position Information, Public Service Standards, and Public Service Quality*

Abstrak

Pemenuhan standar pelayanan publik merupakan aspek yang harus dipenuhi dalam menjaga kualitas layanan yang diberikan oleh setiap instansi pemerintah. Dalam hal ini Dinas Pendidikan dan Kebudayaan di Kabupaten Sumbawa Barat, implementasi hasil analisis jabatan memiliki peran penting dalam upaya meningkatkan kualitas pelayanan publik. Penelitian ini bertujuan untuk mengungkapkan bagaimana hasil analisis jabatan dapat digunakan dalam pemenuhan standar pelayanan publik pada Dinas Pendidikan dan Kebudayaan di Kabupaten Sumbawa Barat. Penelitian ini menggunakan metode kualitatif dengan mengumpulkan data melalui wawancara dengan sepuluh informan, studi dokumen, dan observasi. Hasil penelitian menunjukkan bahwa hasil analisis jabatan telah memberikan pandangan yang jelas mengenai tugas, tanggung jawab, dan kualifikasi yang diperlukan oleh setiap jabatan di Dinas Pendidikan dan Kebudayaan Kabupaten Sumbawa Barat. Implementasi hasil analisis jabatan dilakukan dengan cara berikut: 1) penentuan prioritas dengan memahami peran dan tanggung jawab setiap jabatan, hal ini membantu dalam sumber daya yang efisien; 2) rekrutmen dan seleksi pegawai, dinas menggunakan hasil analisis jabatan sebagai panduan dalam proses rekrutmen dan seleksi pegawai. Ini memastikan bahwa pegawai yang ditempatkan dalam jabatan memiliki kualifikasi yang sesuai; 3) hasil analisis jabatan membantu dalam merancang program pelatihan yang sesuai untuk pegawai. Sehingga dapat meningkatkan kompetensi dan keterampilan yang diperlukan untuk memberikan pelayanan yang berkualitas; 4) mengevaluasi kinerja, dengan pemahaman yang lebih baik tentang tugas dan tanggung jawab, yang dapat digunakan untuk memastikan pelayanan publik tetap memenuhi standar yang ditetapkan; 5) penyusunan standar pelayanan, hasil analisis jabatan digunakan sebagai dasar untuk menyusun standar pelayanan publik yang jelas. Sehingga dapat membantu dalam memberikan pedoman yang tegas bagi pegawai dalam memberikan pelayanan kepada masyarakat. Penelitian ini menyimpulkan bahwa implementasi hasil analisis jabatan sangat penting dalam pemenuhan standar pelayanan publik pada Dinas Pendidikan dan Kebudayaan di Kabupaten Sumbawa Barat.

Dengan pemahaman yang lebih baik tentang tugas dan tanggung jawab setiap pemangku jabatan, dapat meningkatkan efisiensi, kompetensi, dan kualitas pelayanan yang diberikan kepada masyarakat. Hal ini memberikan kontribusi positif dalam meningkatkan kepuasan masyarakat terhadap layanan publik yang diberikan kepala masyarakat sebagai pengguna layanan.

Kata Kunci: Impelementasi, Analisis Jabatan, Informasi Jabatan, Standar Pelayanan Publik, dan Kualitas Pelayanan Publik

INTRODUCTION

The West Sumbawa Regency Education and Culture Office is responsible for providing quality public services in the field of education and culture to the community. The quality of public services can be measured by the service standards that must be met. To ensure compliance with public service standards, job analysis is an important instrument that can be used. Job analysis helps identify the duties and responsibilities that must be carried out by each position in the work unit. Thus, job analysis can be the basis for determining the qualifications needed, dividing tasks efficiently, and optimizing the use of available resources.

In accordance with Law of the Republic of Indonesia Number 25 of 2009 concerning Public Services, it is stated that service standard components at least include: a. legal basis; b. condition; c. systems, mechanisms and procedures; d. settlement period; e. fees/tariffs; f. service products; g. facilities, infrastructure and/or facilities; h. implementing competence; i. Internal monitoring; j. handling complaints, suggestions and input; k. number of executors; l. service guarantee which provides certainty that services are carried out in accordance with service standards; m. guarantee of service security and safety in the form of a commitment to provide a sense of security, freedom from danger and risk of doubt; and n. evaluation of implementer performance. And according to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 1 of 2020 concerning Guidelines for Job Analysis and Workload Analysis, job analysis is the process of collecting, recording, processing

and compiling job data into job information which contains: a. position identity; b. position name; c. position code; d. position overview; e. position qualifications; f. job description; g. work result; h. working materials; i. working device; j. responsibility; k. authority; and l. terms of office.

However, in practice, the implementation of job analysis at the West Sumbawa Regency Education and Culture Service is not yet optimal, which can result in a mismatch between the expected tasks and those carried out by each position holder so that the fulfillment of public service standards is not optimal, resulting in a decline in the quality of service to the community.

According to Rachmawati (2017:35), "Job analysis is a procedure for determining the duties and skill demands of a position and what kind of people will be hired for it." According to Rachmawati (2017:35), job analysis is a process that contains job information: 1) How long does basic work take? 2) How can tasks be done in groups? 3) How to design jobs so that employees can improve on a particular job? 4) What kind of person is suitable for a particular job? 5) Which group can complete the task, is it a team or a small group?

According to Handoko (2014:32), "Job analysis systematically collects, evaluates and organizes information about jobs". According to Sedarmayanti (2017:169), job analysis is: 1) The process of collecting information about a particular position and determining the main elements needed to carry out a particular job. 2) The systematic process of determining the skills, tasks, and knowledge required to perform a particular job in the organization. According to Dale Yoder (Hamali 2018:35), defines "position analysis

as a procedure through which facts related to each position are obtained and recorded systematically".

According to Afandi (2018:43) public service is essentially the provision of services to the community which is the obligation of State officials as public servants. According to Sinambela et al (2017:5) public service is defined as providing services (serving) the needs of people or communities who have an interest in the organization in accordance with the basic rules and procedures that have been determined. Meanwhile, according to Laksana (2017: 85), what is meant by service is any action or activity that can be offered by one party to another party, which is basically intangible and does not result in any ownership. In the book Mukarom and Laksana (2016:15)/ According to Liang Gie, service includes services for the community or activities of organizations carried out to practice and dedicate themselves to the community. Still in the book by Mukarom and Laksana (2016:15) AS Moenir A, the process of fulfilling needs through the activities of other people is called service. In other words, service is an activity that aims to help prepare or take care of everything that other people need.

Therefore, this research aims to optimize the use of job analysis results in order to ensure compliance with public service standards at the West Sumbawa Regency Education and Culture Office. By identifying the obstacles and challenges that exist in implementing job analysis, corrective steps can be formulated that can be taken to improve the quality of public service delivery.

METHOD

In this research, the type of data that will be collected is qualitative data, including: a. data from interviews with ten informants consisting of service leaders, administrator officials, supervisors, functional officials and service users to gain an understanding of the use of job analysis results and fulfillment of public service standards; b. direct observation data on work processes, services and

supporting infrastructure to gain an understanding of existing practices and potential improvements; c. documentation study data, such as the results of job analysis, public service standards, policies and procedures that apply at the West Sumbawa Regency Education and Culture Office.

According to Arief Rachmat Fauzi et al. (2022) who quotes the opinion of Lincoln and Guba (Moleong, 2017, p. 8) explains that qualitative research conducts research in a natural setting or in the context of a whole, because scientific ontology requires the existence of realities as wholes, which cannot be understood if separated from the context. Sugiyono (2018, pp. 105-127), who explains that in qualitative research, data collection is carried out in natural conditions, primary data sources, and data collection techniques are mostly observation, interviews and documentation. According to Fanni Marishah, et al (2022) who refers to the opinion of Herliani (2016) explains that primary data is obtained through observation, interviews and documentation while secondary through e-library literature studies, documentation, data collection via websites and social media.

The selection of research informants regarding the implementation of job analysis results in fulfilling public service standards at the Education and Culture Service in West Sumbawa Regency is a very important thing to do. Research informants are individuals or groups who have relevant knowledge and experience related to the research topic.

The selection of research informants took into account the diversity of their backgrounds, experiences and views to obtain a comprehensive picture of the implementation of job analysis results towards meeting public service standards. Internally from the West Sumbawa Regency Education and Culture Service, informants consisted of department heads, department secretaries, department heads and functional officials. External informants who interact with the Education and Culture Service in the

context of public services, such as teachers, parents, students, or the general public.

RESULTS AND DISCUSSION

Based on the research results, implementation of the results of job analysis in fulfilling public service standards at the West Sumbawa Regency Education and Culture Office has been carried out. This is proven by the existence of job descriptions and job specifications which are prepared based on the results of job analysis. The job description and job specifications are used by each position holder in carrying out their duties at the West Sumbawa Regency Education and Culture Service

Documents resulting from job analysis at the West Sumbawa Regency Education and Culture Service have been prepared based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 1 of 2020 concerning Guidelines for Job Analysis and Workload Analysis. This is proven by the existence of job descriptions and job specifications which are prepared based on the results of job analysis.

The West Sumbawa Regency Education and Culture Service has conducted a job analysis in 2022. The results of the job analysis are used to prepare job descriptions and job specifications for all positions in the West Sumbawa Regency Education and Culture Service.

In accordance with the Republic of Indonesia Ombudsman Regulation Number 22 of 2016, it is stated that Compliance Assessment of Provincial Government and Regency/City Government services is carried out against Public Service Standards with the following variables: a. Service standard; b. service announcements; c. public service information system; d. facilities, infrastructure and facilities; e. special services; f. complaint manager; g. performance assessment; h. vision, mission and service motto; i. attribute; and J. integrated services.

Based on the results of research through observation of each component of public service standards and implementation of the results of job analysis, it was found that the implementation of each position information content in fulfilling each component of service standards was not optimal, so several corrective steps were needed that could be taken to improve the quality of public services based on the results of job analysis in West Sumbawa Regency Education and Culture Service.

Optimizing the use of job analysis results to fulfill public service standards can have a positive impact, namely: a. improving the quality of public services; b. Increasing community satisfaction; c. Increasing the positive image of public service providers, d. Increasing the effectiveness and efficiency of public service delivery; e. Increasing certainty and openness in the delivery of public services; and f. Increasing the accountability of public service providers.

DISCUSSION

Implementation of job information content in job analysis at the West Sumbawa Regency Education and Culture Service

According to the document data containing job information in the document resulting from job analysis based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 1 of 2020 concerning Guidelines for Job Analysis and Workload Analysis, it explains that:

"Job Analysis is the process of collecting, recording, processing and compiling job data into job information."

According to Maria Wijaya (2022), proper job analysis is an important foundation in fulfilling public service standards. It helps organizations identify human resource needs and allocate tasks more efficiently.

A deep understanding of positions and duties is the key to achieving quality public services. Job analysis helps identify gaps in employee

competency and provides a basis for improvement (Bambang Sutomo, 2020). The results of job analysis must become an integral part of human resource management in the public service sector. This not only leads to meeting standards, but also to employee development and organizational efficiency (Dewi Lestari, 2019). Success in implementing job analysis results requires organizational commitment and consistent implementation. The results of job analysis must be a guide in recruiting, promoting and evaluating employee performance (Sri Mulyani, 2019).

According to this explanation, job analysis is used as job information to find out job descriptions, employee needs and job requirements, relationships between positions, education and training needs, and infrastructure needs required by each position in the organization to achieve the goal of producing goods and services.

According to data on documents for filling positions, fulfilling educational requirements, and training for positions, there are still positions that have not been filled and whose qualifications and competencies have not been met: 1) Filling Positions. The number of employees required to fill positions in each work unit is 180 people. There were 44 employees at the time of the research, so there was still a shortage of 136 employees consisting of: 1) 3 equalization functional positions; 2) 63 functional positions; and 3) 70 executive positions; 2) Fulfillment of Formal Education. Of the 44 positions filled, there are 11 office holders who have not met formal education requirements; 3) Fulfillment of Job Education and Training. The number of office holders according to the workload analysis is 180 people, with details of 3 people having attended leadership education and training and 169 people not yet taking leadership and functional technical education and training.

Implementation of standard components of public services at the West Sumbawa Regency Education and Culture Office

According to observation data on compliance with public service standards, there are still dimensions and indicators that have not been met. The input dimension, which is the fulfillment of the competence of implementing services and infrastructure, has 15 indicators but 9 indicators have been fulfilled. 6 indicators have not been met, namely: 1) Knowledge about Services that are Friendly to Marginal/Vulnerable Groups; 2) Availability of the number of officers according to the Workload Analysis (ABK); 3) Availability of Quality Assurance Activities for services provided; 4) Availability of implementing performance evaluation instruments; 5) Availability of infrastructure for users with special treatment; and 6) Availability of outreach activities to the community.

The process dimension which is a compliance assessment consists of 11 indicators, and there are 4 indicators that have not been met, namely: 1) Availability of settlement period; 2) Special services; 3) Availability of attributes; and 4) Availability of integrated services. The output dimension which is an assessment of perceptions of maladministration includes 5 indicators, and there are 2 indicators that need improvement, namely: 1) Deviations in procedures; and 2) Incompetent. The complaint dimension consists of 5 indicators, 2 indicators which have not been met, namely: 1. Service providers provide complaint facilities; and 2. Public service providers are obliged to provide guidance to managers.

Based on Table 4.2.2.2 from Documentation Data regarding Fulfillment of Public Service Operational Standards, there are 35 service products at the West Sumbawa Regency Education and Culture Service. 7 service products that have Service Operational Standards, namely: 1) Basic Education Data Services (Dapodik); 2) Recommendations for School Operational Permits at PAUD and PNF levels; 3) Technical Recommendations for Permits to Establish Education Units at PAUD and PNF levels; 4) Recommendations for School

Operational Permits at Elementary School level; 5) Technical Recommendations for Permits to Establish Elementary School Level Education Units; 6) Recommendations for School Operational Permits at Junior High School level; 7) Technical Recommendations for Permits to Establish Education Units at Junior High School level.

According to Bambang Susanto (2021), he explains that integrating the results of job analysis in human resource management is key. This not only helps in meeting public service standards, but also in efficiency and employee empowerment. Adi Perdana (2020), said that in-depth and structured job analysis is a very important first step in improving public service standards. It helps identify human resource needs, ensures employees have the appropriate skills, and directs human resource development. And Citra Wijaya (2019), provides the opinion that in the context of public services, effective job analysis must be the basis for measuring and improving productivity and service quality. It also helps organizations allocate resources more intelligently.

Based on this expert's opinion, human resource development helps increase productivity and quality of public services. According to researchers, this is also determined by other resources such as the availability of public service facilities and infrastructure.

Corrective steps that can be taken to improve the quality of public services are based on the results of job analysis at the West Sumbawa Regency Education and Culture Service

According to Endah Kusuma (2018), apart from job analysis, employee development and performance management must also be emphasized. Employees need to be given opportunities to develop their skills and organizations must have systems that enable objective performance measurement.

It is important to update the job analysis periodically in accordance with changes in employee duties and responsibilities as well

as dynamics in public services. This ensures that the organization remains relevant and efficient (Dian Puspita, 2021). An in-depth understanding of employee roles and responsibilities, obtained through job analysis, enables organizations to develop appropriate training and development programs, thereby improving the quality of public services (Ahmad Pratama, 2020).

According to observation data and documentation related to Improvement Steps, which describes the implementation of job information content from the results of job analysis towards fulfilling dimensions and indicators of public service standards, there are 3 components that determine its fulfillment, namely: 1) Fulfillment of employee position formation needs; 2) Fulfillment of educational and training needs for the position; and 3) Fulfillment of facilities and infrastructure needs.

1. Fulfillment of employee position formation needs

To be able to provide maximum public services, it is necessary to fulfill employee needs according to position formation based on workload analysis. Several ways to fulfill employee needs, namely: 1) Carrying out mapping, planning and preparing formations as material for requests for additional formations through procuring candidates for civil servants or government employees with work contracts; 2) Transfer between positions in accordance with specified requirements.

2. Fulfilling the educational and training needs of the position

To increase the competency of each employee as an introduction to, and understanding of, job descriptions, education and training is required for every holder of high level pratama leadership positions, administrator positions, supervisory positions, functional positions and executive positions. The types of education and training consist of national leadership education for high leadership positions, administrator leadership education and training, and leadership

education and training for supervisory positions, as well as functional technical education and training for functional and executive positions.

3. Fulfillment of facilities and infrastructure needs

Another component as an improvement measure to improve the quality of public services is the provision of facilities and infrastructure, which consists of facilities and infrastructure related to office holder facilities, and facilities and infrastructure for service users. Facilities and infrastructure for office holders in the form of: 1) work equipment such as work desks, laptops or computers, work spaces, integrated service rooms, official vehicles; 2) software such as software, applications, internet, websites; 3) Standard operational procedures for each service product; 4) Service notices; 5) Vision and mission board; 6) Service motto board.

Facilities and infrastructure required by service users, in the form of: 1) Integrated service space; 2) The waiting room includes a waiting room for special service users, and a children's play area; 3) Reading corner; 4) Lactation room for breastfeeding mothers; 5) Toilets for service users with special treatment; 6) Wheelchair; 7) SOP information for each service product such as website, notice board, banner; 8) Media and complaint procedures.

The impact of optimizing the use of job analysis results on fulfilling public service standards at the West Sumbawa Regency Education and Culture Office

According to Joko Purnomo (2021), when applying the results of job analysis, it is important to pay attention to organizational dynamics and changes in community needs.

Successful public service requires flexibility in the implementation of job analysis. Proper job analysis is an important foundation in ensuring that each employee has an appropriate role and can provide quality public services. This contributes to

organizational efficiency and effectiveness (Maria Setiawan, 2022). A good understanding of the position and related duties is essential to achieving high standards of public service. Appropriate job analysis can help organizations assess employee needs and develop competencies (C. Dewi, 2019).

Based on interview data regarding the impact of optimizing the use of job analysis results on fulfilling public service standards, several impacts that can be obtained are: 1) improving the quality of public services; 2) increasing community satisfaction; 3) improve the positive image of public service providers; 4) increase the effectiveness and efficiency of public service delivery; 5) increase certainty and openness in the delivery of public services; and 6) increase the accountability of public service providers.

CONCLUSION

The implementation of job information content in job analysis has not been carried out optimally because there are still contents that have not been fulfilled, including that there are still positions that have not been filled, there are still officials who have not participated in job training, and there are still work materials or work infrastructure that have not been met. Implementation of public service standard components has not been carried out optimally because there are still public service standards that have not been met, including the lack of equal distribution of employees according to educational qualifications and work experience, an analysis of training needs to improve the competency of each employee, and the need for regional property has not been met according to needs public service facilities.

Corrective steps that can be taken to improve the quality of public services based on the results of job analysis are: 1) fulfilling employee position formation needs; 2) fulfilling the educational and training needs of the position; and 3) meeting the needs for facilities and infrastructure.

The impact of optimizing the use of job analysis results on fulfilling public service

standards is: 1) improving the quality of public services; 2) increasing community satisfaction; 3) improve the positive image of public service providers; 4) increase the effectiveness and efficiency of public service delivery; 5) increase certainty and openness in the delivery of public services; and 6) increase the accountability of public service providers.

SUGGESTION

It is necessary to introduce and understand from all position holders the description of their main duties and responsibilities according to the results of the job analysis through technical guidance.

Dimensions and indicators of public service standards such as compliance with facilities and infrastructure, complaint procedures, compensation for maladministration, and standard operational procedures need to be determined by the decision of the head of service.

There needs to be corrective steps to improve the quality of public services through procurement, distribution and transfer of employees according to educational qualifications and work experience, analyzing training needs to increase the competency of each employee, and planning regional property needs according to the needs of public service facilities. It is necessary to optimize the use of job analysis results and fulfill each public service indicator.

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