



ANALYSIS OF THE APPARATUS QUALITY IN KULANGO SUB-DISTRICT OFFICE OF BUOL REGENCY

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ABSTRACT

The low quality of human resources, especially apparatus at the Kulango Sub-District Office, Biau District, Buol Regency, affects the quality of their works due to the lack of mastery of the field that is currently being worked on. This study to explore the apparatus quality at the Kulango Sub-District, Biau District, Buol Regency. This descriptive study employed a survey approach. Conducted from August to September 2019, this study involved 24 apparatus and officers at the Kulango Sub-District Office, Biau District, Buol Regency. The data collected were primary data and secondary data. Primary data were obtained through interviews, observation, and documentation. The data obtained were processed using frequency table data analysis techniques. The results showed that the quality of the apparatus resources at the Kulango Sub-District Office, Biau District, Buol Regency was good based on the indicators of knowledge, skills, abilities, and experience. However, the strategic plan and understanding of job descriptions for the apparatus of the office must be improved. Although other indicators already had good results, improvements need to be made to produce quality apparatus resources.

Keywords: *Quality; Sub-District Office Apparatus, Human Resources, Performance*

INTRODUCTION

Development in Indonesia is an essential thing to do in realizing national ideals to create protection for the entire Indonesian nation, promote general welfare, and educate the nation's life. Therefore, a reliable and professional workforce is needed. As the party carrying out development and driving the pace of national development, the participation of government employees or apparatus and the community is very important in the implementation of development. This is because the efficiency of an organization is influenced by the human element, especially the government apparatus itself. Furthermore, to answer the demands of today's tasks and answer future challenges, it has become an absolute obligation to carry out professional human resource development. In addition, the resulting development must be used as a benchmark for an organization or the survival of the organization.

However, along the way, an organization will face many serious problems, such as mismanagement or operational errors. This shows that education and training must be implemented as well as possible to all human resources in the organization to build professionalism in their souls. As the executor of development in Buol Regency, it has become imperative for the Government of Kulango Subdistrict, Biau Regency, Buol Regency to increase the capacity of its apparatus in supporting the implementation of development in Buol Regency. However, it cannot be denied that challenges still often arise in organizing organizations within the office because of the lack of quality supporting human resources. Therefore, it is important for the Kulango District Office, Biau District, Buol District to carry out comprehensively. supervision of the development of the apparatus.

Supervision can be done through various education and training agenda to improve the

ability of the apparatus in terms of knowledge, skills, and abilities. This is done with the hope that the implementation of tasks and activities within the scope of the office can be carried out properly so that the previously set goals can be achieved.

Indications of the low quality of human resources, especially the apparatus at the Kulango Village Office, Biau District, Buol Regency are characterized by low levels of work discipline and education levels. In addition, the results of previous observations indicate that there are still civil servants who carry out their positions in offices that are not in accordance with their educational background and competence. This condition can affect the quality of work of the apparatus because they do not necessarily master the field of work they are currently doing.

Definition of Quality of Work

Quality of work refers to the quality of human resources consisting of knowledge, skills, and abilities which include loyalty, discipline, cooperation, and responsibility (Matutina, 2001). Flippo (1995) argues that the core general measure of work quality in achieving company goals is the effectiveness and efficiency of a job done by human resources or other resources. The quality of human resources has benefits in terms of company development, namely as follows: job advancement, compensation adjustments, placement decisions, training needs, career planning, and development, efficiency of staffing processes, and equal employment opportunities.

The provision of training, incentives, and the application of technology can help increase work efficiency and effectiveness so that it has an impact on improving the quality of work (Bitner and Zeithaml, 2003). In addition, the creation of a good work environment can also improve the quality of work (Sunu, 1999). The quality of this work consists of the responsibility and interest of the leadership to create an environment for quality improvement; mutually agreed values, attitudes and behaviors are needed to improve quality; quality improvement targets that can be implemented by the organization; open communication and good teamwork; and recognition encourages actions that are in accordance with values, attitudes, and behaviors to improve quality.

Human Resource Quality Concept

The quality of human resources is the level of knowledge, ability, and willingness that can be demonstrated by an individual (Ruky, 2003). For this reason, increasing work productivity in an organization requires the ability of everyone as a human resource in the organization. This is because humans are one of the important factors that determine the success or failure of an organization in achieving its goals and developing its mission.

In the era of autonomy, the quality of apparatus resources is defined as the professional ability and technical skills of each individual (apparatus, staff elements, and implementers) within the local government environment for the implementation of effective and efficient governance in the implementation of regional autonomy. (Koswara, 2001). However, it is not enough just in terms of quantity, but the quality of employees must also be measured. Measurement of the quality of the apparatus can be done by looking at educational background, skills, work experience, rank level, and job status. Therefore, it can be concluded that the quality of apparatus resources is measured by the level of education and training, experience, and performance of the apparatus in carrying out activities that are the responsibility of its members to achieve organizational goals.

Education is the whole process, technique, and teaching and learning method in order to transfer knowledge from one person to another according to predetermined standards (Siagian, 1998). Meanwhile, according to Nawawi (2000) training is an increase in work skills which are needed to carry out their work and can be used for the development of the apparatus to face increasing responsibilities in the future along with the increase in rank; training is conducted for old and new apparatus. Based on some of the opinions above, education and training is a whole process, technique, and method to increase knowledge and work skills in accordance with predetermined standards to increase work productivity.

Meanwhile, Saydam (1996) suggests that the experience of the apparatus is more in doing something compared to the education they follow because experience will provide skills for them to do something. This is reinforced by the opinion of Siagian (1998) that experience is all the lessons learned by a person from the events carried out during his life. According to Sedarmayanti (2004), work experience at the beginning of the task does not require much guidance.

However, if his personality traits are bad or his integrity is low, then the quality of his work will decline. Thus, it can be concluded that experience is the whole lesson learned by a person from the events carried out during his life so that he can be efficient and effective in his work.

Performance as a basic principle of management can be interpreted as a combination of the motivation that exists within a person and his ability to carry out a job (Friedman, 2003). In terms of positive behavior in the workplace, performance is intended as a real picture of one's ability to utilize quality resources so that it has an impact on success in realizing, maintaining, and developing a non-profit existence (Nawawi, 2000). The high level of effectiveness and efficiency of a work implementation process indicates that the high level of performance of an individual.

Based on some of the explanations above, performance can be concluded as a result of work performance, both in quality and quantity, achieved by individuals or groups within an organization in accordance with their respective authorities and responsibilities as an effort to achieve organizational goals. as a whole is legal and does not violate the code of ethics and morals that apply in work standards.

Research Framework

The theory used in this study consists of the theory of work quality which refers to the quality of human resources (Matutina, 2001), and the quality of human resources consisting of the level of knowledge, ability, and willingness shown by human resources (Ruky, 2003). That level compared to the level required over time by organizations that have people source.

Some concepts that are closely related to topics that need to be operationalized are the quality of dynamic conditions related to products, people or labor, processes, tasks, and the environment. The indicators used to measure the quality of apparatus resources are knowledge, skills, abilities, and experience.

Knowledge is the ability of employees to be more oriented towards intelligence and thinking power, mastery of knowledge possessed by employees. The indicators used are as follows: (1) knowing the vision and mission of the organization, (2) knowing the strategic plan, (3) knowing the job description, (4) the educational background of the apparatus, and (5) the training that has been followed.

The ability and technical mastery of the operational apparatus in certain fields is seen from the following indicators: (1) the skills and abilities of the apparatus, (2) the recruitment and placement process based on objective criteria, and (3) the training that is followed to improve the skills of the apparatus.

Capabilities are formed from a number of competencies possessed by an employee, including loyalty, discipline, cooperation, and responsibility. The indicators are: (1) the ability to carry out tasks with a priority scale, (2) the ability to carry out work, (3) the spirit of carrying out the task, (4) having the motivation to work optimally, and (5) coordinating relations between departments.

Experience is all the lessons that a person learns from the events that occur during his life. The indicators used are (1) the organizational background of the apparatus, (2) the service period of the apparatus, and (3) the awards that have been obtained.

METHOD

This study uses a qualitative - descriptive approach that describes the reality of the events under study to facilitate researchers in obtaining objective data in understanding the quality of human resource work at the Kulango District Office, Biau Regency, Buol Regency. Using survey and interview methods, this research was conducted from August to September 2019, at the Kulango District Office, Biau District, Buol Regency. The reason for choosing this place was because of the feasibility of the institution and the ease of data collection obtained from all employees and officers at the Kulango District Office, Biau District, Buol Regency, which amounted to 24 people.

The types of data collected are primary data and secondary data. To collect primary data and secondary data, the researcher used several data collection instruments, namely: an interview guide containing a series of written questions about the subject under study, observations of the research object, and documentation of documents related to this research. Data obtained from interviews were then processed using frequency table data analysis techniques, with the following formula:

$$P = F / NX 100$$

Notes:

P = Average Percentage

F = Amount / frequency

N = Number of respondents

The data obtained were presented descriptively, and conclusions were drawn.

RESULTS AND DISCUSSION

In this study, 24 interview guidelines were distributed to employees of the Kulango District Office, Biau District, Buol District, and the response rate reached 100% because all respondents filled out the interview respondents completely. This means that all answers deserve to be analyzed. A total of four quality dimensions consisting of knowledge, skills, abilities, and experience (Matutina, 2001; Ruky, 2003) were used in analyzing the quality of apparatus resources at the Kulango District Office, Buol Regency.

Knowledge

The capabilities of the apparatus that are more oriented to intelligence and thinking power and mastery of extensive knowledge of the apparatus: knowing the vision and mission of the organization, knowing the strategic plan, knowing the job description, educational background of the apparatus, and the training that has been followed.

A. Knowing the Vision and Mission of the Organization

One of the indicators to measure the quality of apparatus resources at the Kulango District Office is that the apparatus must understand the vision and mission of the organization because knowing the goals of the organization can be realized properly. Respondents' responses to these indicators can be seen in Table 1.

Table 1. Responses to Understanding the Organization's Vision - Mission

Description	Quantity (F)	Percentage (%)
Really Understand	18	75
Understand	4	17
Not Really Understand	2	8
Don't Understand	0	0
Really Don't Understand	0	0
Total	24	100

Source: Primary Data, 2019

The vision and mission of the organization are factors to achieve the desired goals. Based on research conducted in the office, shows that about 75% of them understand the vision and mission of the organization very well, 17% of them understand, and 8% do not understand the vision and mission of the organization in the office. Apparatus that do not understand the vision and mission of the organization due to a lack of attention from the leadership in explaining the vision and mission of the organization.

In addition to knowing the vision and mission of the organization, understanding the strategic plan in the office is also very necessary for the apparatus to know what things will be done or programmed by the office to achieve the vision and mission of the organization. Respondents' responses to these indicators can be seen in Table 2.

Table 2. Responses to Understanding the Strategic Plan

Description	Quantity (F)	Percentage (%)
Really Understand	2	8
Understand	17	71
Not Really Understand	5	21
Don't Understand	0	0
Really Don't Understand	0	0
Total	24	100

Source: Primary Data, 2019

Based on the results of the research conducted, it shows that 8% of the apparatus are very familiar with the strategic plan that will be carried out by the service, 71% of the apparatus understand, and 21% do not understand. This is because it is rarely discussed or consulted with officials who do not understand. Apparatus that do not understand are only notified in outline by the leadership. This shows that the apparatus has understood the strategic plan at the Kulango District Office, Buol Regency.

B. Knowing the Job Description

The job analysis document is one of the indicators to measure the quality of apparatus resources because by knowing the job analysis or the main tasks and functions of each apparatus, they will be able to carry out their duties and responsibilities properly. This will indirectly affect the achievement of organizational goals. Based on research conducted in the office, officials already have a job analysis document or the main duties and functions of employees. This can be seen in Table 3.

Table 3. Responses to Understanding Job Description

Description	Quantity (F)	Percentage (%)
Really Understand	10	42
Understand	10	42
Not Really Understand	4	16
Don't Understand	0	0
Really Don't Understand	0	0
Total	24	100

Source: Primary Data, 2019

Based on the table above, 42% of the apparatus understand well and 42% understand the job description in the office, and 16% do not understand. Another reason is the lack of direction from subordinate leaders.

C. Apparatus Education Background

The educational background of the apparatus based on the latest education in the office can be seen in Table 4.

Table 4. Percentage of Respondents Based on Last Education in the Office

Last Education	Amount (P)	Percentage (%)
S1 (Graduate)	6	25
Diploma	0	0
Senior High School	18	75
Junior High School	0	0
Total	24	100

Source: Primary Data, 2019

Based on the data in the table above, there are 18 people who have a high school education with a percentage of 75%, 6 people who have a bachelor's education with a percentage of 25. From the data above, it can be said that the highest number of respondents are those who have a high school education background.

D. The training that has been attended

Training is also one of the indicators to determine the quality of the apparatus in the office as a training will make them more qualified and improve their ability to carry out their duties well. Based on the results of the research, the apparatus in the office has attended training, including pre-service for newly appointed employees. The results of the research conducted on the benefits of training followed by employees can be seen from Table 5.

Table 5. Responses to Training Attended Description

Description	Quantity (F)	Percentage (%)
Very helpful	10	42
Beneficial	10	42

Quite useful	3	12
Useless	1	4
Total	24	100

Source: Primary Data, 2019

Based on the data on Table 5, 42% of officers found this training useful, 42% of them feel that the training is very useful, 12% of employees feel that the training that has been followed to carry out their current duties and positions is quite useful, and 4% of employees feel that the training is not useful.

By looking at the results of the research above, the knowledge of the apparatus about the organization's vision and mission, strategic plans, job descriptions, educational background of employees, and training that has been followed is included in the good category. This shows that the apparatus already understands the vision and mission of the organization, strategic plans, job descriptions, and the benefits of the training that has been followed.

Skills

Operational technical capabilities and mastery of certain fields owned by the apparatus, including the skills possessed by the apparatus, the recruitment, and placement process based on objective criteria, as well as training that is followed to improve the skills of the apparatus.

A. Skills of the Apparatus

One indicator to measure the quality of personnel resources in the office is to measure the skills possessed by employees in carrying out their duties. Skills are important for the apparatus because with skills, the apparatus can carry out their duties effectively and efficiently.

Table 6. Responses to Total Skills

Information	Apparatus (P)	Percentage (%)
No	4	17
Yes	20	83
Total	24	100

Source: Primary Data, 2019

Based on research conducted in the office, the skills possessed are in accordance with the job and current position. This can be seen from the percentage of respondents who gave "yes" answers (83%) compared to the number of respondents who gave "no" answers (17%). The reason is that the employee does not placed in its place because there is a vacant position so it is placed in that position. Skills possessed, among others knowledge of computers, office administration, filing, and management of work planning.

B. Recruitment and Placement Process Based on Objective Criteria

The next indicator in measuring the quality of personnel resources in the office is the recruitment and placement process based on objective criteria. Recruitment of personnel by considering skills is expected so that the organization obtains qualified and competent personnel to help the organization achieve its goals in the future. Considering skills can also make them able to carry out their duties well in the future.

Table 7. Responses to Recruitment and Placement Processes Based on Objective Criteria

Information	Apparatus (P)	Percentage (%)
No	4	17
Yes	20	83
Total	24	100

Source: Primary Data, 2019

Based on these results, it is stated that the recruitment of apparatus in the office has taken into account the skills possessed by prospective officers. This can be seen from the percentage of respondents who gave a "yes" answer is greater (83%) compared to the number of respondents who answered "no" (17%). The reason the apparatus gave the answer 'no' was because they were not working in their respective fields, such as civil engineering graduates who were placed in the administrative field.

C. Participate in Training to Improve Apparatus Skills

The next indicator to measure the quality of personnel resources in the office is the participation of the apparatus in training to improve their skills. By participating in the training it is hoped that the apparatus can improve their skills to support the apparatus in carrying out their duties. This can be seen in Table 8.

Table 8. Responses to Training Attended to Improve Apparatus Skills

Description	Quantity (F)	Percentage (%)
Strongly Agree	12	50
Agree	10	42
Neutral	1	4
Disagree	1	4
Strongly Disagree	0	0
Total	24	100

Source: Primary Data, 2019

Based on Table 8, it can be seen that 50% of officers strongly agree that the training that is followed can improve their skills, 42% agree, and 4% do not have a degree. It can be concluded that the officers in the office agree that the training that is followed can improve their skills. The skills possessed by the apparatus are in a good category in terms of job suitability, recruitment process with placement based on objective criteria, and training to improve their skills.

Ability

The ability that is formed from several competencies possessed by an apparatus, including loyalty, discipline, cooperation, responsibility, ability to carry out tasks with a priority scale, ability to carry out work, enthusiasm for carrying out tasks, optimal work motivation, ability to coordinate relationships between departments is in the office.

A. Ability to Carry Out Tasks Using a Priority Scale

One indicator to measure the quality of apparatus resources is the ability of the apparatus to use the work priority scale. By looking at the table below, it turns out that the office has used a priority scale.

Table 9. Responses Regarding Task Implementation Using Priority Scale

Description	Quantity (F)	Percentage (%)
Strongly Agree	3	13
Agree	17	71

Neutral	2	8
Disagree	2	8
Strongly Disagree	0	0
Total	24	100

Source: Primary Data, 2019

Based on Table 9, it can be seen that 71% of officers agree to use the work priority scale, 13% strongly agree, 8% strongly disagree, and 8% do not agree to use work. priority scale. Dissenters assume that even though they have two jobs, they should be done regardless of priority.

B. Ability to Do Work

The indicator to measure the quality of personnel resources in the office is the ability to carry out their duties. The ability is needed by the apparatus to make it easier to carry out their duties. The capabilities of these apparatus can be seen in Table 10.

Table 10. Responses Regarding Ability in Carrying Out Duties and Jobs

Description	Quantity (F)	Percentage (%)
Very Capable	3	13
Capable	17	71
Less Fortunate	2	8
Incapable	2	8
Very Incapable	0	0
Total	24	100

Source: Primary Data, 2019

Based on the data in Table 10, it can be seen that 71% of the apparatus feel capable of carrying out their duties and work, and 8% of them are unable to carry out their duties properly because they do not have a detailed understanding of the task. Thus, it can be concluded that the apparatus in the office is able to carry out their duties and work.

C. Spirit of Work

The spirit of carrying out the work is one of the indicators to measure the quality of personnel resources in the office. Enthusiasm will also be able to make employees motivated to complete and carry out their duties well. This can be seen in Table 11.

Table 11. Responses to Enthusiasm in Carrying Out Duties and Work

Description	Quantity (F)	Percentage (%)
Very excited	18	75
Enthusiastic	3	13
Less Enthusiastic	2	8
Not Interested	1	4
Very Uninspired	0	0
Total	24	100

Source: Primary Data, 2019

Based on the data in Table 11, it can be seen that 75% of the apparatus are very enthusiastic in carrying out their duties and 4% of them are not enthusiastic in carrying out their duties properly. Apparatus who are less enthusiastic and unenthusiastic in carrying out their duties and work are: because of a lack of self-motivation, such as their responsibilities to

their families. Based on the results of this study, it can be concluded that the apparatus in the office is very enthusiastic in carrying out their duties properly.

D. Have Maximum Work Motivation

Motivation is one indicator to measure the quality of personnel resources in the office. Motivation is the provision of a driving force that creates a person's work spirit so that they want to work together, work effectively, integrated with all their efforts to achieve satisfaction. The role of humans in achieving these goals is very important in achieving organizational goals. Motivation that determines people's behavior to work or is a reflection of the simplest motivation. Therefore, motivation is needed by the apparatus in order to work optimally. This can be seen in Table 12.

Table 12. Responses to Maximum Work Motivation Needs

Description	Quantity (F)	Percentage (%)
It's necessary	18	75
Need	3	13
Less necessary	2	8
Not needed	1	4
Absolutely no need	0	0
Total	24	100

Source: Primary Data, 2019

Based on Table 12, it shows that 75% of employees feel the need to have work motivation and 4% who answered that they do not need motivation in carrying out their duties because they have high self-confidence. Thus, it can be concluded that the apparatus in the office has the motivation to work optimally, challenges in completing work, knows all knowledge in increasing work experience, and challenges in completing work and careers.

E. Coordination of relations between sections in the Kulango Village Office, Buol Regency

In carrying out any existing work, coordination with other parts of the work is very important. By coordinating and collaborating with other departments related to the field, it will result in a maximum and satisfying task implementation. This needs to be done by the Head of Kulango District, Buol Regency. This can be seen in Table 13.

Table 13. Responses to the Need for Inter-Section Coordination Relationships at the Kulango District Office, Biau District, Buol Regency

Description	Quantity (F)	Percentage (%)
It's necessary	18	75
Need	4	17
Less necessary	2	8
Not needed	0	0
Absolutely no need	0	0
Total	24	100

Source: Primary Data, 2019

Based on the data in Table 13, it can be seen that 75% of the apparatus feel the need for a coordination relationship between the various departments in the agency and 8% of them think that there is no need for a relationship and coordination between departments because they think that the work can be done even without coordination. Based on the results of research conducted at the Kulango District Office, Buol Regency, it shows that there is a coordinating

relationship between departments in the office that provides an effective way of carrying out tasks. With this coordination, work programs or related activities between sections can run. Thus, the apparatus can carry out tasks by looking at the priority scale, the ability to carry out tasks and work, have enthusiasm, have motivation, and carry out coordinating relationships between existing sections.

Experience

Experience is all the lessons that a person learns from the events that occur during his life. The indicators used are the period of service of the apparatus, the organizational background of the apparatus, the awards that have been obtained.

A. Apparatus Service Period

One of the indicators to measure the quality of personnel resources is the period of service of employees in the office, which can be seen in Table 14.

Table 14. Responses to the Term of Service of Apparatus in Kulango District Office, Biau District, Buol District

Years of Service	Quantity (P)	Percentage (%)
1-5 years	12	50
6-10 years	9	38
11-20 years	3	12
Total	24	100

Source: Primary Data, 2019

The table shows that 50% of the apparatus work with 1-5 years of service, 38% of them work for 6-10 years, and 12% of them work for 11-20 years.

B. Apparatus Organization Background

Apart from time position, experience is also very much needed by the apparatus because the experience they have will affect the quality of the work itself. With this experience, they will be able to support them in dealing with problems that come when carrying out their duties and responsibilities. The importance of experience can be seen in Table 15.

Table 15. Responses to Apparatus Organizational Experience Affecting Work Quality

Description (F)	Amount (P)	Percentage (%)
Very Influential	8	33
Influential	12	50
Less Influential	4	17
No Effect	0	0
Very Unaffected	0	0
Total	24	100

Source: Primary Data, 2019

Based on Table 15, it can be seen that 50% of the apparatus think that experience has an effect on work quality, and 17% consider experience less influential on work quality because they think there are officers who have been working for a long time, but the quality of their work is not good. From the results of this study, it can be concluded that the apparatus in the office considers experience to influence the quality of their work.

Gift

One of the indicators that can be used as a measure of a person's achievement or not is relates to how often the person is rewarded. The award will be given to someone who is able

to show achievement. For example, the Head of the Kulango Sub-district of Buol Regency gave awards to officials who could show achievements. This can be seen in Table 16.

Table 16. Responses Regarding the Need for Awarding of Outstanding Apparatus

Description	Quantity (F)	Percentage (%)
It's necessary	14	59
Need	8	33
Less necessary	2	8
Not needed	0	0
Absolutely no need	0	0
Total	24	100

Source: Primary Data, 2019

Based on Table 16, it can be seen that 59% of officials think that awards are very necessary to be given to employees whose work is very good, and 8% of officers think that awards are not necessary because they think the award is not too important. Can be concluded that the quality of the apparatus at the research site is strongly influenced by work experience and rewards for creating resources. Based on the results of research conducted at the Kulango District Office, Buol Regency, there is a reward system for employees who do a very good job, including giving Satya badges and promotions.

CONCLUSION

Based on the results of research conducted on the quality of apparatus resources in Kulango Subdistrict, Biau District, Buol Regency, it can be concluded that the quality of apparatus resources in the office is in the good category. This can be seen from several indicators, including: (1) knowledge of the apparatus in terms of understanding the vision, mission of the organization, strategic plans for job analysis, and job descriptions as well as in terms of the training that has been followed. (2) The skills of the apparatus in terms of the suitability of jobs and positions, the recruitment and placement process based on objective criteria, as well as the training followed to improve skills. (3) The ability of the apparatus in carrying out tasks using a priority scale, the ability to carry out work, enthusiasm, and motivation, as well as maintaining coordination relationships between sections in the office. (4) Employee experience in terms of years of service, organizational background, and awards. The results of the study suggest that there is an increased understanding of strategic plans and job descriptions for service personnel because the apparatus does not understand the strategic plans and job descriptions. Although other indicators already have good results, improvements need to be made to produce quality apparatus resources.

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