

Performance Of Retirement Submission Services At The Civil Service And Human Resources Development Agency (BKPSDM) Of Aceh Tengah Regency, Aceh Province

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Article Info	ABSTRACT
Keywords: Performance, Organisation, Service, Retirement	The purpose of this study was to analyse the Performance of Pension Submission Services at the Central Aceh Regency Personnel and Human Resources Development Agency, analyse the inhibiting and supporting factors for the Performance of Pension Submission Services at the Central Aceh Regency Personnel and Human Resources Development Agency and analyse efforts in overcoming inhibiting factors in the Performance of Pension Submission Services at the Central Aceh Regency Personnel and Human Resources Development Agency. This research method uses a qualitative research method descriptive approach. The data collection techniques used are interviews, observation, and documentation. The informants in this study were 17 (seventeen) people who were determined by purposive sampling and snowball techniques. The data analysis techniques used are data reduction, data presentation and conclusion drawing which ends with data validation using source triangulation. Based on the results of research and discussion, it can be concluded that the performance of the Central Aceh Regency Personnel and Human Resources Development Agency in pension application services has been running quite well, this can be seen from the aspects of service quality, responsiveness and accountability although there are still shortcomings in the aspects of productivity and responsibility that have not gone well. The supporting factors in the retirement application service are the ability of officers to provide services, comfort in the service environment, the availability of guidebooks and the existence of application-based digital platforms with inhibiting factors, namely the lack of human resources, lack of mastery of digital technology, inadequate facilities and infrastructure, limited budget and lack of discipline and work motivation. The efforts made by BKPSDM Aceh Tengah Regency are proposing additional human resources, attending digital skills training, using personal laptops, increasing the budget and implementing a system of rewards and consequences.
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INTRODUCTION

The current globalisation requires staffing managers to develop, increase the potential capacity and improve the quality of human resources. In an increasingly advanced era, there

is a demand to be able to adapt to current developments by improving the quality of human resources through patterns of development and evaluation of human resource potential.

To find out how the performance of employees in an organisation, it is necessary to conduct a performance appraisal. According to Sedarmayanti (2014: 120), performance appraisal is a system used to assess and find out whether an employee has carried out his work as a whole. Performance appraisal is a guideline for employees who are expected to show their performance during career development which is assessed for the organisation as a whole.

In the Law of the Republic of Indonesia Number 20 of 2023 concerning State Civil Apparatus Article 40 which states that 'Performance management of ASN employees is carried out for the achievement of organizational goals and objectives through continuous improvement of work results and behavioural improvement, strengthening the role of leadership and strengthening collaboration between leaders and ASN employees, between ASN employees, and between ASN employees and other stakeholders'. Then explained in Article 41 that performance management is carried out through a flexible and collaborative work mechanism.

Central Aceh Regency can be said to be one of the regions that has various potentials to improve the welfare of the community. In addition, the retirement rate of civil servants in Central Aceh Regency is quite high due to the division of the district into 14 sub-districts. Civil servants whose term of office has ended are expected to be able to fill their retirement days and old age with productive activities. The number of civil servant retirement applications in Central Aceh District is classified by employee class from year to year, the number of which is considered to be increasing followed by various conditions of the current government system. The lack of employees in each field makes employees quite overwhelmed in providing services, especially in the field of pensions which are usually carried out directly by employees who arrange pensions. In addition to the problem of limited employees in operating facilities supporting service activities, at the same time the availability of supporting facilities is still lacking in carrying out service activities.

These various obstacles have resulted in the pension management service process being slightly hampered due to the long time it takes to input data, causing delays in the issuance of Pertek and the issuance of a retirement decree made by employees of the pension unit at BKPSDM Central Aceh Regency. The existence or formation of a qualified workforce will encourage productivity levels to maximise services. Therefore, the Head of Service and Head of Division need to improve the performance of their apparatus in order to improve the quality of service in accordance with their duties and responsibilities as ASN. An organisation also needs to conduct an evaluation to solve problems related to pension services quickly and accurately.

Based on the descriptions and phenomena that have been stated, the researcher wants to conduct a study with the objectives of this research are: To analyse the performance of pension service submissions at the Civil Service Agency and Human Resources Development of Central Aceh Regency, Aceh Province. To analyse the supporting

and inhibiting factors for the performance of pension submission services at the Civil Service Agency and Human Resources Development of Central Aceh Regency, Aceh Province. To analyse efforts to overcome obstacles to the performance of pension submission services at the Civil Service Agency and Human Resources Development of Central Aceh Regency, Aceh Province.

METHODS

Researchers use qualitative research methods with a descriptive approach. This is because this research will examine and analyse in depth the performance of pension submission services at the Civil Service Agency and Human Resources Development of Central Aceh Regency, Aceh Province.

Sources of data in qualitative are words and images obtained from documents, observations and writings, sound or video recordings, drawings or photographs. Researchers must be able to separate between important data (primary) and complementary data (secondary) to support the study of this research. Researchers used purposive sampling and snow-balling techniques in determining informants. The informants in this study were 17 (seventeen) people who were determined by purposive sampling and snowball techniques.

Qualitative research is obtained from data collection in the form of documents, observation results, and interview results. Qualitative data analysis is used by researchers in the technical process of data analysis which is carried out through three stages, namely Data Reduction (Data Reduction), Data Presentation (data Display) and Conclusion Drawing (data Verification).

RESULTS AND DISCUSSION

Service Process of Retirement Submission at the Civil Service Agency and Human Resources Development of Central Aceh District

Following up on Law Number 11 of 1969 concerning Employee Pensions and Employee Widow/Widower Pensions, the Central Aceh District Government issued Aceh Tengah Regent Regulation Number 86 of 2020 concerning the Position, Organisational Structure, Duties and Functions and Work Procedures of the Central Aceh District Personnel and Human Resources Development Agency, which includes duties and functions in implementing employee pension services. Retirement services are not only about how someone can work in terms of serving the community, but how the community can receive good services provided by employees who have skills, are productive, innovative, professional, creative and have a high work ethic.

Retirement is related to employee welfare and has been stated in the rules regarding the limit of service for civil servants. The service process of applying for a pension is carried out through several stages until the issuance of a pension decree for retired employees. The service process also requires skill because it is very vulnerable to the psychology of

prospective retirees as explained by one of the previous sources. Preparations in the pension application service process are carried out one year in advance with several filings that need to be completed by prospective retirees.

Based on the types of retirement application services at the BKPSDM of Central Aceh Regency, researchers focus on applying for active retirement or BUP (Retirement Age Limit). In Law Number 20 of 2023 Article 55 concerning the State Civil Apparatus, it is determined that the Retirement Age Limit for ASN employee positions, namely

1. Managerial Position:
 - a. 60 (sixty) years for Major High Leadership Officials, Middle High Leadership Officials, and Primary High Leadership Officials; and
 - b. 58 (fifty-eight) years old for Administrator Officials and Supervisory Officials
2. Non-managerial Position:
 - a. In accordance with the provisions of laws and regulations for Functional Officials; and
 - b. 58 (fifty-eight) years old for executive officials.

With regard to civil servants who reach the retirement age limit, several things are done: The process of determining the decision letter for dismissal and granting pensions, the nominative list (electronic data listing) of civil servants, individual data on pension recipient candidates (DPCP), decision making, decision submission.

Performance of Retirement Submission Services at the Central Aceh District Personnel and Human Resources Development Agency

To find out how the performance of pension submission services at the Central Aceh Regency Personnel and Human Resources Development Agency, researchers not only see the results and achievements of the organisation in work. However, it must also see how the process can achieve the desired results, therefore in this study researchers used the criteria for measuring organisational performance put forward by Agus Dwiyanto (2006: 50-51) including: Productivity, Service Quality, Responsiveness, Responsiveness, Accountability.

Productivity

Productivity is the ability of an organisation to produce the quantity and quality of outputs that are on target with environmental demands. Measures of production are directly related to the outputs consumed by the organisation's customers. The productivity of pension application service performance at BKPSDM of Central Aceh Regency can be seen in BKPSDM's ability to realise the achievement of predetermined target standards. The target number of Retirement Decrees issued on time in 2020 - 2024 is set in the Strategic Plan of BKPSDM of Central Aceh Regency.

Based on the results of the study, the researcher then concluded that the productivity of the performance of pension application services at BKPSDM Central Aceh Regency was said to be not good enough by looking at the mismatch between inputs and outputs, productivity which measures how much results can be produced in a certain period of time with certain resources, such as labour and time but in this case BKPSDM has not produced

the output that should be by looking at the inputs that have been carried out not comparable.

Service Quality

The issue of service quality is likely to become increasingly important in explaining the performance of public organisations. Many of the negative views formed about public organisations arise because of public dissatisfaction with the quality of services received from public organisations. The main advantage of using public satisfaction as a performance indicator is that information on public satisfaction is often easily available and cheap.

In the absence of SOPs in inter-work services, work delivery officers do not have guidelines in carrying out daily services, especially in providing services to the public. Soemohadiwidjojo (2014) explains that the Standard Operating Procedure (SOP) is a clearer and more detailed document in describing the methods used in implementing and carrying out policies in an organisation as stipulated in the guidelines, with the SOP in inter-work services will be able to explain to each policy implementer in detail in the implementation of activities. After the preparation of standard operational procedures for inter-work services, it needs to be implemented in accordance with the SOP that has been prepared based on the principles of:

- a. Consistent. The AP SOP must be implemented consistently from time to time, by anyone, and under relatively the same conditions by all levels of government organisations;
- b. Commitment. AP SOPs must be implemented with full commitment from all levels of the organisation, from the lowest to the highest;
- c. Continuous improvement. The implementation of the AP SOP must be open to improvements to obtain truly efficient and effective procedures;
- d. Binding. The AP SOP must bind the executor in carrying out his duties in accordance with the standard procedures that have been determined;
- e. All elements have an important role. All apparatus carry out certain roles in each standardised procedure. If a particular apparatus does not perform its role properly, it will disrupt the entire process, which ultimately also has an impact on the disruption of the governance process;
- f. Well documented. All procedures that have been standardised must be well documented, so that they can always be used as a reference for any parties who need them.

Thus, the preparation and implementation of standard operating procedures requires the full participation of all elements of the apparatus in government institutions. The demand for full participation from all elements of the institution is based on the reason that it is the employees who know best the conditions that exist in their respective workplaces and who will be directly affected by these changes which will ultimately be able to improve the quality of service to the community.

The suggestion that researchers can give is that BKPSDM can make continuous improvements and updates in order to update and improve procedures that are correct and

up to date. By updating the SOP regularly and involving all relevant parties, BKPSDM can improve the productivity and quality of pension application services. The right changes will help create a more efficient process that is responsive to employee needs.

Responsiveness

Responsiveness is included as one of the performance indicators because responsiveness directly describes the ability of public organisations to carry out their missions and objectives, especially to meet the needs of the community. Low responsiveness is addressed by the discrepancy between services and community needs. This clearly shows the failure of the organisation in realising the mission and objectives of the public organisation. Organisations that have low responsiveness automatically have less than optimal performance (Dwiyanto: 2006).

Based on interviews, responsiveness at the BKPSDM office in Central Aceh Regency is already going well, only there are still some people or from prospective pensioners themselves who feel their needs have not been met. BKPSDM continues to try to respond well to every aspiration of prospective retirees and provide the best and easiest solutions so as not to make it difficult for each prospective retiree. Because the success of an organisation if measured by the level of responsiveness, the service programs carried out must be in line with the needs and aspirations of the community so that the public's view of the services provided gets a good response and the community feels satisfied.

According to the data found in the field, the researcher relates it to the results of the Community Satisfaction Survey. The Community Satisfaction Survey is a comprehensive measurement of activities regarding the level of community satisfaction obtained from the results of measuring the opinions of service users in obtaining services from public service providers. The level of service satisfaction is in the form of a converted Community Satisfaction Index (IKM) value and the value is adjusted to the order of service quality performance categories, namely not good, less good, good and very good as in the following table.

Suggestions that researchers can give so that BKPSDM Central Aceh Regency can improve responsiveness to users or service recipients are to be transparent, provide accurate and clear information, can make brochures or guides that are easy to understand if needed, make improvements to the input or feedback provided, improve infrastructure so that service recipients feel comfortable and instill a culture of responsiveness throughout the organisation, so that every employee feels responsible for providing the best service and there are awards for employees who show responsive performance and good service.

Responsibilitas

Responsiveness explains whether the implementation of public organisation activities is carried out in accordance with the principles of proper administration or in accordance with organisational policies, both explicit and implicit. Therefore, responsibility may at some point clash with responsiveness (Dwiyanto: 2006). In this dimension, responsiveness explains whether the implementation of organisational activities is carried out in accordance

with the principles of proper administration or in accordance with organisational policies, is a responsibility for their duties related to one's role to the parties served.

From the results of the interviews, the researchers then concluded that in terms of work creativity it has not gone well due to the behaviour of employees who are still waiting for direction from superiors, the unavailability of adequate education and training in the regions, then employees who tend to be rigid in providing opinions and input for the progress of their own institutions.

In terms of work motivation, it has not gone well due to the absence of rewards such as performance allowances which make employees reluctant to work, the work done is considered sufficient only by following what is ordered by the superior and in terms of communication between employees and employees has gone well because employees always communicate, cooperate, help in completing the tasks and responsibilities given by the superior even though the number of employees is minimal.

Suggestions that researchers can give so that work creativity goes well are that BKPSDM needs to provide space for employees to be able to channel their creativity through adequate education and training, there needs to be other recent ways for employees to provide opinions and input for the progress of the agency not only limited to staff reviews and so that work motivation goes well is the need to provide rewards such as performance allowances to increase the enthusiasm and motivation of each employee.

In terms of communication between employees and employees can improve better is BKPSDM needs to maximise team work (teamwork) in completing the assigned tasks, a task should not only be carried out by one employee, but it is necessary to form a team so that employees can help each other and can also be a way of learning for employees who do not know how to work so that there is no specialisation in the field of work by one employee.

Accountability

In this context, the basic concept of public accountability is used to measure how much the policies and activities of public organisations are in accordance with their functions, duties and authorities consistent with the will of the community and can be accounted for to the public. The performance of public organisations can not only be seen from internal measures developed by public organisations or governments such as target achievement. Performance should be assessed from external measures, such as the values and norms that apply in society. A public organisation's activities have high accountability if they are considered right and in accordance with the values and norms that develop in society (Dwiyanto: 2006).

From the explanation of interviews and direct observations in the field, it can be said that the activities of the organisation have been able to answer and provide services for various employee affairs in this case, especially the pension sector. In its services, BKPSDM pays attention to the authority or limits that have been set and continues to strive not to exceed or fall short of the mandated authority. This relates to fair treatment for prospective retirees according to the regulations.

Supporting and inhibiting factors for the Performance of Retirement Submission Services at the Central Aceh District Personnel and Human Resources Development Agency

1. Factors supporting performance

In the implementation of pension application services at the Personnel and Human Resources Development Agency, it cannot be separated from several factors that support the implementation of these services, namely as follows:

a. Ability of officers to provide services

In providing good service to retired Civil Servants, officers are required to always provide services to the best of their ability, the ability in question is in providing explanations must be brief, clear and certain so that those receiving services can understand the explanation.

Based on the results of the study, it can be concluded that the clarity and certainty of pension application service officers are quite clear, easy and cheap because they strive for the simplest possible explanation so that the explanation received can be understood properly by retired Civil Servants so that communication on both sides runs smoothly.

b. Comfort in the service environment

Inadequate work comfort will reduce performance and ultimately reduce employee work motivation. A working condition is said to be good or appropriate if humans can carry out activities optimally healthy safe and comfortable.

In field observations, the condition of the pension application service room which only consists of 1 (one) chair for prospective retirees and 3 (chairs) for employees in the pension sector, in this case the researcher sees that between employees and prospective retirees sometimes do not feel comfortable in carrying out the pension service process because if when prospective retirees come in a crowd, employees have to find a chair or give their chair to prospective retirees who come.

c. Availability of Guidebook

Based on the results of the research, the researcher draws the conclusion that related to the guidebook for the dismissal service process that has been compiled and made by the State Personnel Agency is a technical guide that will be guided in the implementation of data entry for retiree activities until the output of the implementation of retiree activities is a very important book if there is a change of employees, it will be used as a guideline in the implementation of inputting so that it does not learn again from zero or repeat so that the implementation of activities will continue to run.

d. App-based digital platform

Based on the research results that currently all ASN Management activities, especially in terms of staffing, have been integrated through the SIASN application in which various service needs are in one hand starting from planning needs, selection systems, capacity building, performance, mutations to dismissal which greatly facilitates the

work of current employees, it's just that the human resources must be improved continuously so as not to be left behind with current technological developments.

Based on the research, the researcher draws the conclusion that, in the current digital era, advances in information technology are one of the supporting factors for the performance of pension filing servants who provide great opportunities for the government in improving the efficiency and effectiveness of managing data and information on personnel who will retire. With the use of a smart SIASN application, it can optimise the management of personnel services and increase efficiency, accuracy, and transparency in the management of ASN in Indonesia. With SIASN, it is expected that the management of the state civil apparatus can be carried out more systematically and professionally.

2. Factors inhibiting performance

In the implementation of pension application services at the Civil Service Agency and Human Resources Development, there are several factors that hinder the implementation of these services, namely as follows:

a. Lack of Human Resources

From the results of the interviews, the researchers then concluded that the lack of human resources in BKPSDM of Central Aceh Regency hampered the performance of BKPSDM in carrying out services, this happened because currently BKPSDM has difficulty in conducting position analysis because until now the number of employees in BKPSDM is only 47 (forty-seven) employees, while the required position analysis is 70 (seventy) positions.

Suggestions that researchers can give so that human resources can improve better are that BKPSDM needs to carry out recruitment and placement properly in accordance with position analysis so that there are no employees who do work that is not in accordance with the main duties and functions in their positions because they have to do the work of unfilled positions and employees do not fill SKP according to what they do because what they have done so far is different from what is stated in the main duties and functions in the position.

b. Lack of mastery of digital technology

The ability to operate computers and digital technologies is among the basic skills that are increasingly important in various sectors. The absence of this competency indicates a digital skills gap, which can affect work effectiveness and service quality. Based on the research results, we conclude that this is a human resource development issue, where the training needs for digital technology have not been fully met, thus addressing the need for continuous digital skills training programmes, as well as encouraging a learning culture to adapt to technology.

c. Inadequate facilities and infrastructure

Researchers saw directly the state of facilities and infrastructure in the pension sector in carrying out pension proposal services in observations that there were file cabinets that were in poor condition because some drawers were damaged and rusted so that it was difficult to open and some drawers were completely filled and the correct

computers and printers available were only 1 (one) piece each so that they had to take turns in using them.

Based on the results of the study, the researcher then concluded that facilities and infrastructure hinder the performance of BKPSDM in carrying out pension application services, this occurs because of the availability of service equipment such as computers, printers and chairs and waiting rooms for prospective retirees, so that BKPSDM's performance is hampered due to the lack of supporting infrastructure to improve BKPSDM's performance.

Suggestions that researchers can provide so that facilities and infrastructure can improve better are that more attention is needed from the local government to BKPSDM to pay more attention to the needs of facilities and infrastructure needed to improve the performance of the Central Aceh Regency Human Resources Staffing and Development Agency, including the availability of computer and printer devices and other supporting tools evenly and thoroughly.

d. Limited budget

Based on the results of the study, the researcher then concluded that the budget hampered the performance of pension submission services at the BKPSDM of Central Aceh Regency, this happened because currently the budget given to BKPSDM could not accommodate all pension submission service activities. The suggestion that researchers can give so that the budget can improve is that more attention is needed from the local government to BKPSDM to pay more attention to the budget needs needed to improve the performance of the Central Aceh Regency Personnel and Human Resources Development Agency.

e. Lack of discipline and motivation

Based on the observations of researchers in seeing aspects of employee discipline at BKPSDM Central Aceh Regency, it is still very lacking because when viewed from the attendance list, many employees enter late even without information, besides that there are several employees who go home early during break time and do not return to the office during the day. Therefore, the researchers suggest that BKPSDM employees of Central Aceh Regency must increase the level of discipline, one of which is by being present on time and providing clear information if they cannot attend so as to encourage good service delivery.

The implementation of a good organisation requires management policies and practices implemented by authorized officials whether it is reward and punishment, in this case many employees expect rewards for employees who have done their duties and work well such as performance allowances that are clearly given to ASN in BKPSDM and ASN in the Central Aceh Regency Government.

Efforts to overcome the inhibiting factors in the Performance of Pension Submission Services at the Central Aceh District Personnel and Human Resources Development Agency

a. Applying for the addition of Human Resources

Based on the interview statements, the researcher concluded that human resource planning is very important for an organisation in obtaining qualified prospective employees. With human resource planning, potential employee candidates can be prepared to occupy the right position for the future.

b. Participating in Digital Skills Training

Based on the results of the interview, the researcher concluded that BKPSDM has made various efforts in improving the performance of pension submission services, especially in conducting training and socialisation related to pension services to ensure that employees understand the process of applying for retirement and can carry it out properly.

c. Use of personal laptops

Based on the results of interviews and observations, researchers see and draw conclusions that the existence of several service support tools, especially information technology facilities such as computers, is very important in supporting the performance of pension application services with the development of sophisticated technology that can accelerate work completion so that employees at BKPSDM take their own initiative by bringing and using personal laptops in the office.

d. Budget Addition

Based on the results of the interviews, the researchers concluded that the proposed budget increase has been carried out and is being pursued so that it can be sufficient in the implementation of activities allocated to the activities of the employee pension sector at the BKPSDM of Central Aceh Regency and the Central Aceh Regency Government through the Regional Planning and Development Agency, the Central Aceh Regency Financial Management Agency and other related agencies should pay more attention to the budget needs needed by BKPSDM so that pension application services can run better in the future.

e. Implementing a system of rewards and consequences

Based on the results of the interviews, the researchers concluded that fingerprint attendance can help organisations instil discipline because it is accurate and difficult to manipulate. With the right supervision, policies, and rewards, this system can improve employee discipline and commitment to set working hours. Integrate attendance data with the payroll system to calculate attendance in wages or attendance allowance. This will provide more motivation for employees to be disciplined in attending work on time.

CONCLUSIONS

The performance of pension submission services at the Central Aceh Regency Personnel and Human Resources Development Agency can be said to be good in the aspects of Service Quality, Responsiveness and Accountability, but in the aspects of productivity and responsibility it is considered that it is still not going well so it needs to be further improved. The five aspects are: Productivity, the service is said to be not good enough by looking at

the implementation of not according to the stages or flow of retirement applications and between input (all data and information needed to process retirement applications) and output (Retirement Decree) has not been comparable. Service Quality, the service is said to be quite good with a combination of indicators of easy and simple procedures, the work ability of employees who can serve applicants effectively, the ability of staff to complete tasks and ensure the submission process runs smoothly while some indicators are still constrained by the timeliness of the issuance of the retirement decree because there are some files that are not suitable so that they are returned and need time to correct again and the ability of employees to operate work equipment is still lacking and must be improved again. Responsiveness, the service is quite good, seen from the feedback of prospective pensioners who are satisfied and have received information easily and simply in receiving pensioner services. Responsibility, main tasks and functions have not gone well due to the lack of understanding related to the new tupoksi with the many changes that regulate related positions and tupoksi itself. Accountability, the service is said to be good which can provide assurance that this service is carried out with integrity and in accordance with applicable norms but from the targets achieved it has not been fully realised according to the supposed target. In the implementation of pension submission services at the Central Aceh Regency Personnel and Human Resources Development Agency, there are several factors that support the implementation of pension services in order to improve and strengthen the application of information and organisational culture, namely, among others: The ability of officers to provide services, comfort in the service environment, availability of guidebooks, application-based digital platforms, and several obstacles faced which make the pension submission service process less well run, these include factors inhibiting the performance of pension submission services at BKPSDM Central Aceh Regency, namely: Lack of Human Resources, Lack of mastery of digital technology, Inadequate facilities and infrastructure, Limited budget, Lack of discipline and work motivation Various efforts to overcome the inhibiting factors in the performance of pension submission services carried out by the Central Aceh Regency Personnel and Human Resources Development Agency include: Submitting additional Human Resources, Participating in digital skills training, Using personal laptops, Increasing the budget, Implementing a system of rewards and consequences.

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