Development of Civil Servants in Public Service at the West Kairatu Sub-district Office, West Seram Regency

[a] **Iriane Sosiawaty Ponto;** [b] **Jeanly Waisapy;** [c] **Zul Fadli**
[a,b,c] Pattimura University

ABSTRAK

Penelitian ini menganalisis pembinaan Aparatur Sipil Negara (ASN) dalam pelayanan publik di Kantor Kecamatan Kairatu Barat, Kabupaten Seram Bagian Barat. Metode penelitian adalah kuantitatif dengan instrumen kuesioner untuk mengumpulkan data dari ASN di kantor tersebut. Metode analisis data dilakukan secara deskriptif kuantitatif, dimana hasil dari penelitian dijabarkan dengan bahasa yang singkat sehingga mudah untuk dimengerti. Fokus utama meliputi disiplin kerja, pengembangan karier ASN, dan penerapan kode etik dalam pelayanan publik. Disiplin kerja diukur melalui kehadiran, kepatuhan aturan, dan tanggung jawab. Hasil analisis menunjukkan kehadiran "Kurang Baik", kepatuhan aturan dan tanggung jawab "Sangat Baik". Pengembangan karier diukur dengan keikutsertaan dalam Diklat Teknis dan Kepemimpinan. Keikutsertaan Diklat Teknis "Baik", keikutsertaan Diklat Kepemimpinan "Kurang Baik". Penerapan kode etik dinilai "Baik". Rekomendasi termasuk program pelatihan dan manajemen absensi yang efektif, mendorong partisipasi aktif dalam pelatihan kepemimpinan, serta sosialisasi dan pemantauan kode etik berkala. Temuan ini memberikan panduan peningkatan pembinaan ASN dan pelayanan publik.

ABSTRACT

This study analyzes the development of the Civil Servant Apparatus (ASN) in public service at the West Kairatu Sub-District Office, West Seram Regency. The research method is quantitative, utilizing a questionnaire instrument to collect data from the ASN at the office. The method of data analysis is quantitatively descriptive, and the research results are presented concisely for easy comprehension. The main focus includes work discipline, career development for ASN, and the application of ethical codes in public service. Work discipline is measured through attendance, strict rules aspect, and responsibility. The analysis results indicate "poor" attendance, while adherence to rules and responsibility are rated as "very good." A civil servant's career development is measured by participation in technical training and leadership training. Participation in technical training is rated as good, while participation in leadership training is rated as "poor." Furthermore, the application of ethical codes is rated as "good." Recommendations encompass effective training programs and attendance management, encouraging active participation in leadership training, as well as periodic ethical code socialization and monitoring. These findings guide enhancing the development of civil servants and public service.

INTRODUCTION

The theme that never ceases to attract attention is the study of employee discipline within government institutions, which is closely related to the characteristics of Civil Servants (ASN). This research has become highly significant due to its direct implications for ASN. The main challenge lies in addressing the issue of indiscipline, which requires the formulation of regulations that ASN must adhere to through the establishment of standards that need to be met. This concept of discipline applies to every Local Government Organization (OPD), to encourage ASNs to comply with various existing regulations (Richard, 2020). More specifically, disciplining ASN becomes a form of training aimed at redefining their knowledge, attitudes, and behaviors, thus enabling them to willingly collaborate with fellow employees and enhance

their work productivity (Al Hakim et al., 2019). The issue of discipline has broad implications in the realm of civil service, continuously attracting attention for research. This phenomenon directly impacts the future of ASN and the communities it serves. The significance of discipline for ASNs in executing their duties and roles cannot be ignored. This circumstance could lead to warnings, reprimands, or even dismissals, either with or without honor, whether based on individual requests or policies set by superiors. In terms of regulation, Government Regulation Number 53 of 2010 defines Civil Servant Discipline as the ability of ASN to fulfill obligations and avoid prohibitions stipulated by laws or regulations in the government. Violations of these regulations may lead to disciplinary penalties (Okechukwu, 2017).

The development of civil servants or *Aparatur Sipil Negara (ASN)* holds paramount importance for several compelling reasons. Firstly, ASN constitutes the cornerstone of public service delivery. Through meticulous development, ASN can augment the caliber and efficiency of services rendered to the public, leading to heightened satisfaction, trust, and a favorable perception of government institutions. Secondly, by nurturing competencies and enhancing skills, ASNs can elevate the standard of their performance, equipping them to confront the intricate challenges inherent in an ever-evolving work milieu (Dachner et al., 2021).

Furthermore, ASN's development endeavors can instill a culture of professionalism within the governmental aspect. Proficient, ethically grounded, and adept ASNs contribute significantly to bolstering the government's credibility in the area of both the public and collaborative partners. Moreover, ASN's development initiatives can stimulate innovation in public service, resulting in substantial enhancements in operational efficiency and government effectiveness (Indahsari & Raharja, 2020).

ASN's career progression and promotional opportunities, an integral part of development, inspire them with a sense of value and motivation to excel in their roles. Additionally, appropriate development readies ASN to comprehend and uphold work ethics and public responsibilities, thereby fostering a more dignified and responsible work environment. Public expectations regarding the quality of government services are notably high. ASN's development assists the government in meeting these expectations, ensuring the workforce is equipped to address challenges and offer effective solutions (Nurwahyu et al., 2022).

Furthermore, a robust development program not only makes the prospect of becoming an ASN more appealing but also encourages their retention in government service. This, in turn, contributes to the maintenance of a robust and stable governmental institution. Lastly, the ever-changing governmental landscape, marked by technological and policy shifts, necessitates that ASNs be adept at adapting to these changes while maintaining the quality of public service delivery (Setiawan, 2018).

Overall, the development of ASN is a long-term investment to enhance the quality, efficiency, and effectiveness of governance and public services. With skilled and continuously evolving ASN, the government can achieve development goals and have a positive impact on society.

The approach proposed by (Alamsyah, 2015) to nurturing Civil Servants (ASN) emphasizes three main aspects: employee discipline, career development, and the application of a code of ethics. These three dimensions are highly relevant to the issue of ASN development in the West Kairatu Sub-district Office, which reveals a mismatch between empirical reality and the government's vision to uphold discipline, advance careers, and respect the code of ethics for employees. The development of Civil Servants (ASN) holds significant importance within the context of governance and public service. Within the environment of the West Kairatu Sub-district Office, the initiative for ASN development also involves aspects of education, training,

and transfers (Thomassawa, 2020). However, research conducted by scholars indicates that ASN participation in training programs is still low, resulting in knowledge and skills that do not fully align with the evolving needs of public services. Similar issues also arise in the ASN transfer process, where political intervention and family considerations sometimes influence decisions that should ideally be based on authentic ASN development principles (Hasibuan & Silvya, 2019).

The phenomenon that is occurring is the lack of optimal development for Civil Servants (ASN) at the West Kairatu Sub-District Office, West Seram Regency. This is reflected in several aspects, including work discipline, career development, and the application of the code of ethics. The ASN in that office faces challenges in maintaining adequate levels of discipline, developing careers effectively, and applying the code of ethics in public service. The development of ASNs in this office has not reached the expected level, and this condition has a significant impact on performance and the services provided. There is a lack of a culture of work discipline, a lack of adherence to working hours, and low compliance with rules and work procedures. Career development programs, such as training and transfers, have also not been optimized and are often influenced by subjective factors. Similarly, the implementation of the code of ethics in public service has not been fully realized.

As a result, the performance of public services may not meet the expected standards, and the community may feel dissatisfied with the services they receive. Furthermore, the lack of ASN development can also affect employee motivation, hinder innovation potential, and damage the government institution's image in the eyes of the public. This phenomenon highlights the importance of the need for stronger interventions and efforts to develop ASN at the West Kairatu Sub-District Office. Appropriate steps are needed to improve the culture of discipline, formulate objective career development programs, and promote good work ethics to provide better and more effective public services.

From a series of observations conducted, several findings emerged regarding the implementation of development programs, namely the condition of the discipline development program for Civil Servants (ASN) at the West Kairatu Sub-district Office has not yet reached an optimal level. This is evident from the minimal improvement in work culture, lack of adherence to working hours, and non-compliance with regulations and work procedures. Then, the career development program for ASN has also not been functioning well and tends to be subjective, especially in terms of employee promotions and transfers. Last, The code of ethics implementation program at the West Kairatu Sub-district Office has also not been fully realized. All these findings indicate that the development of ASN in the context of service at the West Kairatu Sub-district Office has not successfully reached an optimal level and requires further efforts to enhance the quality of development and the performance of ASN.

To improve this situation, the West Kairatu Sub-district Office has introduced an employee code of ethics to improve employee discipline, maintain orderliness, ensure smooth task implementation, create a supportive work environment, and enhance the image and productivity of employees. However, the findings generated by the researchers show that many employees at the West Kairatu Sub-district Office still violate rules, such as coming and going without valid reasons and displaying a lack of discipline in carrying out daily tasks. Unfortunately, the implementation of sanctions for violations is rarely carried out, resulting in a lack of significant prevention effects or instilling fear among employees. Many employees still fail to realize the importance of upholding ethics.

Law Number 5 of 2014 concerning Civil Servants affirms that disciplinary development, career

advancement, and the application of a code of ethics through effective developmental efforts will yield positive impacts, such as improved behavior and motivation among ASNs, as well as contributing to increased work productivity (Indonesia, 2014). Therefore, leaders in government institutions need to enhance additional skills, especially in the execution of development efforts, to support the motivation and mental attitudes of ASNs. These additional skills are essential in carrying out the task of development, especially in providing support for the motivation and mentality of human resources, especially ASN. Efforts to develop ASN must be executed to the best of their ability, combining performance evaluation systems with promotion systems that give special attention to performance evaluation aspects. This aims to provide opportunities for high-achieving ASNs to continue developing professionally and participating in healthy competition (Syahputra, 2022).

Literature Review

In this study, findings from several previous studies relevant to the topic of civil servant development in government institutions have been collected from various sources and media.

In Thomassawa's study from 2020, titled "Civil Servant Development for Performance Improvement at the West Gebangrejo Sub-district Office, Poso Sub-district," the primary focus was on implementing civil servant development at the West Gebangrejo Sub-district Office to enhance performance and work efficiency at the sub-district level. The key findings from this study include the development program, which encompassed training, competency development, and mentoring, which was effectively implemented at the West Gebangrejo Sub-district Office. Then, civil servant development had a positive impact on improving employee performance and work efficiency. Employees who participated in the development program were better equipped to handle their tasks and provide more effective services to the public. The implementation of the development program led to an improvement in work efficiency at the office. Public service processes became faster and more organized, resulting in increased public satisfaction with the services offered. Last, Despite the positive outcomes of the development program, certain challenges persisted, including limitations in resources and the need for greater support from superiors. It is recommended that resource allocation be increased, and adequate support be provided to ensure the continued success of the civil servant development program (Thomassawa, 2020).

Dini et al.'s 2021 study, titled "Civil Servant Development in the Department of Education and Culture of Lima Puluh Kota Regency," aimed to assess and enhance the civil servant development program within the Department of Education and Culture of Lima Puluh Kota Regency. The key findings of this study are as follows the civil servant development program is implemented regularly, albeit with identified areas that require improvement. Specifically, there is a need for more targeted development in areas such as competency enhancement, service quality improvement, and ethics development. Then, The development program has yielded positive outcomes in terms of enhancing civil servant performance. Participants in the program have exhibited improved abilities to carry out their tasks effectively and contribute to better public services. Last, Despite its benefits, the development program faces challenges related to budget constraints and facility limitations. To ensure the continued success of the program, it is recommended that allocations for both budget and facilities be increased (Dini et al., 2021).

Halimah's 2018 study, titled "Civil Servant Development in the Department of Education of Pidie Regency," delves into the examination of the implementation of Government Regulation Number 12 of 2002 concerning civil servant rank promotions within the Department of Education of Pidie Regency. The findings from this study encompass the following the execution of the civil servant rank promotion regulation has not been carried out optimally and is confronted with several obstacles. These obstacles stem from various factors. Then, The rank promotion process involves a complex interplay of administrative requirements, performance assessments, and considerations by the evaluator team, adding layers of intricacy to the implementation. Challenges faced include a general lack of understanding of the regulations, limited availability of performance data, and insufficient coordination among units within the department, all of which hinder the effective execution of rank promotions. Last, To address these issues and enhance the implementation of rank promotions, it is recommended that efforts be made to improve the dissemination of regulations, strengthen the management of performance data, and enhance coordination among different units within the department (Halimah, 2018).

The novelty of this research compared to the three mentioned studies is as follows:

Broader Context Focus

This research differs from the (Thomassawa, 2020) study, which was more focused on the West Gebangrejo Sub-District Office, and (Dini et al., 2021) study, which was limited to the Department of Education and Culture of Lima Puluh Kota Regency. In contrast, this research takes a broader approach by investigating the presence of Civil Servants (ASN) in public services in general, which can provide deeper insights into the challenges and impacts of ASN development at various government levels.

In-Depth Quantitative Approach

This research utilizes a more detailed quantitative descriptive data analysis method compared to (Thomassawa, 2020), (Dini et al., 2021), and (Halimah, 2018). This approach allows for a more detailed description of the characteristics, challenges, and impacts of ASN presence, resulting in deeper findings and potentially more precise recommendations.

Focus on Current Developments

This research differs from (Halimah, 2018) study, which focused more on the implementation of specific government regulations (Government Regulation Number 12 of 2002). Instead, this research will provide a general overview of ASN development in a more dynamic and evolving context between the years 2013-2023.

In other words, the uniqueness of this research lies in its broader approach, more in-depth analytical methods, and focus on the latest issues related to ASN development at various government levels.

A research gap is the disparity between what is already known through prior research and what remains unexplored or unresearched in a specific field (Anshori & Iswati, 2019). This gap becomes the focal point for new research to contribute new insights and understanding to the topic. On the other hand, a theoretical gap refers to a lack of understanding of the relationships between concepts within relevant theory. This implies a knowledge gap regarding how theoretical factors interact and influence each other in the context of research. Here are some research gaps that can be identified in this study:

1. There is a lack of research specifically exploring the development of Civil Servants (ASN) and public services within the West Kairatu Sub-District Office environment. Most studies might be more focused on a national or broader scale.
2. Previous research might have identified issues related to discipline and ethics, but may not have deeply discussed aspects of ASN career development, such as the influence of transfers or promotions on motivation and performance of ASN at the local level.
3. There is a potential gap in understanding how resource limitations, both financial and workforce-related, affect the implementation of ASN development programs at the West Kairatu Sub-District level.

Here are the theoretical gaps that can be identified in this study:

1. There might be a lack of understanding about how low work discipline could influence career development opportunities for ASNs. This could be a theoretical gap where this relationship hasn't been explored extensively.
2. The lack of research on how the implementation of the code of ethics can impact the level of work discipline and performance of ASNs at the West Kairatu Sub-District level can also create a theoretical gap.
3. How the implementation of the code of ethics can affect ASN career development opportunities might not have been adequately explained in existing theory.

Based on the points mentioned earlier, the researcher is interested in conducting a study with the title **"Development of Civil Servants in Public Service at the West Kairatu Sub-district Office, West Seram Regency".**

RESEARCH METHODS

Research Design

The research location is the West Kairatu Sub-district Office, West Seram Regency. The research was identified through its characteristics and types, as well as through a well-designed plan to depict facts and information obtained from the field, both directly and indirectly, and present them systematically, objectively, and accurately (Nurjaman, 2014). This study employs a simple quantitative approach with a percentage model to analyze data related to Civil Servant Development in Public Service at the West Kairatu Sub-district Office, West Seram Regency.

The research design in this study is "quantitative descriptive." This means that the research is focused on collecting numerical data to describe the characteristics and conditions of Civil Servants (ASN) in public service at the Kairatu Barat Subdistrict Office, West Seram Regency. A descriptive approach is used to provide a comprehensive overview of the researched problem without intervening or manipulating variables.

Population and Sample

The population is a general area consisting of objects or subjects with a certain number and characteristics determined by the researcher for the research focus and then used to conclude (Anshori & Iswati, 2019).

In this study, the population consists of 37 employees of the West Kairatu Sub-District Office. The sample represents the entire population, and to ensure the generalizability of the research results, the Census Sampling technique is employed, which means the entire population becomes the research sample (Batubara, 2020). (Hua, 2016) state that the larger the sample

taken from the population, the better. However, the researcher decided to use the entire population as the sample.

(Zulkarnaen & Mahmud, 2013) suggests that the minimum sample size for research using statistical data analysis is 30. Roscoe, as cited in (Batubara, 2020), also provides guidelines for sample size:

1. A reasonable sample size ranges from 30 to 500.

2. If samples are divided into categories, each category should have a minimum of 30 sample members.

3. If the research involves multivariate analysis (such as correlation or multiple regression) with 5 variables, the minimum sample size should be 10 times the number of variables, which is 50.

4. For simple experimental research with experimental and control groups, each group should have 10 to 20 sample members.

Gay, as cited in (Zulkarnaen & Mahmud, 2013), also indicates that the minimum acceptable sample size depends on the research method used. For instance, for descriptive methods, a minimum of 10% of the population or 20% for relatively small populations is required. For descriptive correlational methods, a minimum of 30 subjects is needed. Ex post facto methods require a minimum of 15 subjects per group, and for simple experimental methods, a minimum of 15 subjects per group is also required.

In conclusion, this research decides to use the entire population, consisting of 37 employees of the West Kairatu Sub-District Office, as the research sample. This decision is based on the consideration that the sample size meets the minimum acceptable requirements for this research, as guided by experts. By using the entire population as the sample, it is expected that the research results can reflect the actual conditions and provide a deep understanding of the topic under investigation.

Research Instrument

The research instrument in this study was a questionnaire. According to (Batubara, 2020) a questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer. Questionnaires will be used to collect data regarding work discipline, career development, and the application of the ASN code of ethics in public services.

According to (Thoha, 2015), ASN development includes 3 things, namely work discipline, career development, and implementation of a code of ethics. The focus of this research is as follows:

1. Employee discipline is the ability of civil servants to comply with obligations and avoid prohibitions set in legal regulations and/or office regulations within the scope of the West Kairatu Sub-district Office. The research focus on the work discipline of civil servants encompasses three main elements:

   a. Attendance of civil servants, covering punctuality in arrival and departure times as well as effective utilization of work hours at the West Kairatu Sub-district Office.

   b. Compliance with rules, which pertains to civil servants' attitude towards all applicable regulations within the West Kairatu Sub-district Office's scope as employees, including responsibilities for assigned tasks.

   c. Responsibility refers to civil servants' attitude toward completing tasks assigned to them according to existing procedures and being accountable for their work outcomes at the West Kairatu Sub-district Office (Thoha, 2015).

2. Career development is the activity undertaken by civil servants in the form of education and training to enhance their careers within the West Kairatu Sub-district Office's scope. The research focus on the career development of civil servants includes two main elements:

   a. Technical training is conducted to fulfill technical competency requirements necessary for administrative tasks.

   b. Leadership training is carried out to meet the leadership competency requirements aligned with the structural position hierarchy. Leadership development training aims to enhance management insights for both structural and functional officials (Thoha, 2015).

3. Implementation of the code of ethics is the civil servants' adherence to the applicable code of ethics within the West Kairatu Sub-district Office's scope. The research focus on the implementation of civil servants' codes of ethics includes three main elements:

   a. Maintaining good behavior and conduct, which involves civil servants performing their duties honestly, responsibly, and with high integrity while working meticulously and with discipline.

   b. Demonstrating courtesy as civil servants, encompassing genuine service and respectful behavior without coercion.

   c. Avoiding violations of existing regulations, which require civil servants to comply and adhere to their duties by the prevailing regulations within the organization (Thoha, 2015).

As for the indicators from the following questionnaire:

1. Work Discipline consists of 3 indicators, namely the presence of ASN, compliance with rules, and responsibilities which consist of 3 questions for each indicator.
2. Career development consists of 2 indicators, namely technical training and leadership training which consists of 3 questions for each indicator.
3. Implementation of a code of ethics consisting of 5 questions.

So that the total number of questions in the questionnaire totaled 20 questions.

The questionnaire used has been tested for validity and reliability tests, the following is the result of the validity test.

Table 1.
Validity Test

		TOTAL
P1	Pearson Correlation	.745**
	Sig. (2-tailed)	.000
	N	37
P2	Pearson Correlation	.794**

	Sig. (2-tailed)	.000
	N	37
P3	Pearson Correlation	.838**
	Sig. (2-tailed)	.000
	N	37
P4	Pearson Correlation	.676**
	Sig. (2-tailed)	.000
	N	37
P5	Pearson Correlation	.385*
	Sig. (2-tailed)	.019
	N	37
P6	Pearson Correlation	.666**
	Sig. (2-tailed)	.000
	N	37
P7	Pearson Correlation	.480**
	Sig. (2-tailed)	.003
	N	37
P8	Pearson Correlation	.770**
	Sig. (2-tailed)	.000
	N	37
P9	Pearson Correlation	.376**
	Sig. (2-tailed)	.098
	N	37
P10	Pearson Correlation	.816**
	Sig. (2-tailed)	.000
	N	37
P11	Pearson Correlation	.893**
	Sig. (2-tailed)	.000
	N	37
P12	Pearson Correlation	.893**
	Sig. (2-tailed)	.000
	N	37
P13	Pearson Correlation	.914**

	Sig. (2-tailed)	.000
	N	37
P14	Pearson Correlation	.923**
	Sig. (2-tailed)	.000
	N	37
P15	Pearson Correlation	.926**
	Sig. (2-tailed)	.000
	N	37
P16	Pearson Correlation	.750**
	Sig. (2-tailed)	.000
	N	37
P17	Pearson Correlation	.769**
	Sig. (2-tailed)	.000
	N	37
P18	Pearson Correlation	.754**
	Sig. (2-tailed)	.000
	N	37
P19	Pearson Correlation	.356*
	Sig. (2-tailed)	.031
	N	37
P20	Pearson Correlation	.526**
	Sig. (2-tailed)	.001
	N	37
TOTAL	Pearson Correlation	1
	Sig. (2-tailed)	
	N	37

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Source: Research Results 2023

Based on the table above, it can be observed that the calculated r-value is greater than the critical r-table value at a significance level of 0.05. Therefore, it can be concluded that the items used in the questionnaire are valid. Next is the result of the reliability test:

Table 2.
Reliability Test
Reliability Statistics

Cronbach's Alpha	N of Items
.939	20

Source: Research Results 2023

The table above shows that the Cronbach's alpha value is greater than the threshold value, which is 0.939 > 0.60. Therefore, it can be concluded that the variables are reliable.

Data Analysis Technique

In this study, a quantitative descriptive analysis method is employed. Data obtained from the questionnaire will be statistically analyzed to depict and analyze the characteristics and conditions of the development of Civil Servants (ASN) in public service at the West Kairatu Sub-district Office, West Seram Regency. This method involves stages such as data collection through distributing questionnaires to the ASN, data processing using statistical analysis tools, work discipline analysis, career development analysis, code of ethics application analysis, interpretation of results, drawing conclusions, and formulating recommendations. Through this approach, it is expected to gain an in-depth understanding of the condition of ASN development and public service at the West Kairatu Sub-district Office, which will serve as a strong foundation for decision-making and future improvements.

Descriptive statistics is an analysis technique used to analyze data to describe or depict the gathered data accurately without intending to draw general conclusions or generalizations. This encompasses the application of measurements and graphical methods to provide a comprehensive overview of the existing data characteristics (Anshori & Iswati, 2019).

RESULTS AND DISCUSSIONS

Results

Respondent's Characteristics

Respondents' characteristics refer to specific attributes or information possessed by individuals who are subjects in a research or survey. These attributes can encompass various aspects, such as age, gender, education, occupation, marital status, and so on (Wahyudi, 2018). Respondents' characteristics are crucial in research as they aid researchers in comprehending and analyzing data more effectively, as well as distinguishing and categorizing outcomes based on pertinent factors.

Table 3.
Characteristics of Respondents (Civil Servants at the West Kairatu Sub-district Office)

Characteristics	Category	Percentage (%)
Gender	Male	59.46
	Female	40.54
Educational Level	High School	5.41
	Bachelor's Degree (S1)	48.65

	Master's Degree (S2)	45.94
Employment Grade	Pembina/IVa	4.34
	Penata Tk. I/IIId	13.04
	Penata/IIIc	8.70
	Penata Muda Tk. I/IIIb	17.40
	Penata Muda/IIIa	13.04
	Pengatur Tk. I/IId	13.04
	Pengatur/IIc	4.34
	Pengatur Muda Tk. I/IIb	8.70
	IX	17.40

Source: Research Result 2023

The table depicts that out of 37 respondents, 22 individuals (59.46%) are male and 15 individuals (40.54%) are female. This indicates that the number of male respondents is slightly higher than the number of female respondents.

The table also illustrates that out of 37 respondents, 2 individuals (5.41%) have completed their education up to high school (SMA), 18 individuals (48.65%) have obtained a Bachelor's degree (S1), and 17 individuals (45.94%) have completed a Master's degree (S2). This suggests that the majority of respondents possess higher education levels (S1 and S2), implying strong knowledge and understanding in their respective fields. Therefore, it can be assumed that the respondents are capable of providing accurate information and data.

Furthermore, the table reveals that among the 37 respondents, 23 employees hold specific ranks and salary grade positions. This includes 1 individual (4.34%) in the Pembina/IVa grade, and 3 individuals (13.04%) in the Penata Tk. I/IIId grade, 2 individuals (8.70%) in the Penata/IIIc grade, 4 individuals (17.40%) in the Penata Muda Tk. I/Ib grade, 3 individuals (13.04%) in the Penata Muda/Ia grade, 3 individuals (13.04%) in the Pengatur Tk. I/IId grade, 1 individual (4.34%) in the Pengatur/IIc grade, 2 individuals (8.70%) in the Pengatur Muda Tk. I grade 4 individuals (17.40%) in Grade IX.

Employee Discipline

Employee work discipline is the behavior or attitude that reflects responsibility, punctuality, adherence to rules and work procedures, as well as the willingness to perform tasks with dedication and professionalism (Sunyoto & Kalijaga, 2021). Work discipline is a crucial aspect of the work environment, encompassing discipline in task execution, adherence to work schedules, and ethics and morality in behavior within the workplace. Several aspects that the researcher focuses on regarding ASN work discipline are attendance, compliance with rules, and the responsibility of ASNs towards their respective institutions (Nilawati et al., 2023). Here's the explanation:

1. Attendance of Civil Servants (ASN)

Below are the survey results from respondents regarding how often they arrive on time according to the predetermined work schedule:

Table 4.
Summary of Research Results on ASN Attendance

No.	Aspect	Survey Results
1.	Arrival	As many as 11 individuals (29.7%) answered "Always," 16 individuals (43.2%) answered "Often," 9 individuals (24.3%) answered "Sometimes," and 1 individual (2.7%) answered "Rarely" to the questionnaire question "How often do you arrive at the office on time according to the designated work schedule?"
		As many as 11 individuals (29.7%) answered "Always," 12 individuals (32.4%) answered "Often," 13 individuals (35.1%) answered "Sometimes," and 1 individual (2.7%) answered "Rarely" for the questionnaire question "How often do you leave the office on time after completing your tasks?"
		As many as 14 individuals (37.8%) answered "Have good work planning," 3 individuals (8.1%) answered "Avoid unnecessary disturbances," 9 individuals (24.3%) answered "Manage work priorities well," 6 individuals (16.2%) answered "Frequently communicate with colleagues for collaboration," and 5 individuals (13.5%) answered "Do not have a specific strategy" for the questionnaire question "How do you manage your work time effectively and productively at the Kantor Kecamatan Kairatu Barat?"

Source: Research Results 2023

Based on the presented table, there is a pattern of attendance and time management among the employees of Kantor Kecamatan Kairatu Barat. As many as 11 individuals always arrive on time, 16 individuals often arrive on time, 9 individuals arrive on time sometimes, and 1 individual rarely arrives on time. Therefore, it can be concluded that 11 employees always arrive on time. On the other hand, 11 individuals always leave on time, 12 individuals often leave on time, 13 individuals leave on time sometimes, and 1 individual rarely leaves on time. Thus, the conclusion can be drawn that 11 employees always leave on time. Additionally, out of 37 employees, 14 individuals have good time planning, 3 individuals avoid unnecessary disturbances, 9 individuals manage work priorities well, 6 individuals communicate with colleagues for collaboration, and 5 individuals do not have a specific strategy for managing their time. Therefore, around 5 individuals do not have a specific strategy to manage work time effectively and productively, while the other 32 individuals employ different approaches to maintain work effectiveness and productivity.

2. Compliance With Rules

Below are the survey results from respondents regarding their understanding of all the regulations and rules in effect at the West Kairatu Sub-district Office:

Table 5.
Summary of Research Findings on Compliance with Rules

No.	Aspect	Survey Results
1.	Compliance with Rules	8 individuals (21.6%) answered "Very Familiar," 26 individuals (70.3%) answered "Familiar," and 3 individuals (8.1%) answered "Not Familiar" to the questionnaire question "Do you understand all the provisions and regulations in place at Kantor Kecamatan Kairatu Barat?"
		34 individuals (91.9%) always adhere to and follow the rules well, while 3 individuals (8.1%) occasionally violate rules without clear reasons.
		12 individuals (32.4%) feel very responsible, and 25 individuals (67.6%) feel responsible for the tasks assigned to them.

Source: Research Results 2023

Based on the data in the table, 8 individuals have a deep understanding of the provisions and regulations in place at Kantor Kecamatan Kairatu Barat. 26 individuals feel they have an adequate understanding, while 3 individuals feel they have a limited understanding of these provisions and regulations. Therefore, it can be concluded that 3 employees have a suboptimal understanding of the provisions and regulations, while the rest (34 individuals) are considered to understand them well. Furthermore, it can be inferred that almost all employees of Kantor Kecamatan Kairatu Barat (34 individuals or 91.9%) consistently adhere to and follow the rules well, reflecting their collective responsibility towards the assigned tasks.

3. Responsibility

Below are the survey results from respondents regarding how they handle tasks assigned to them:

Table 6.
Summary Research Findings in Responsibility

No.	Aspect	Survey Results
1.	Responsibility	30 individuals (81.1%) complete their tasks on time and according to procedures, and 7 individuals (18.9%) complete their tasks on time but sometimes violate procedures. The intended procedural violations refer to instances where employees use their initiative without following directions from superiors, yet the tasks are completed within a reasonable time.
		15 individuals (40.5%) feel very responsible, 21 individuals (56.8%) feel responsible, and 1 individual (2.7%) feels less responsible for the completed work.
		35 individuals (94.6%) acknowledge mistakes and promptly seek solutions when errors or issues arise, and there are 2 individuals (5.4%) who tend to blame external factors or others.

Source: Research Results 2023

Based on the information in the table, it can be concluded that the majority of employees at Kantor Kecamatan Kairatu Barat (30 individuals, or 81.1%) complete their tasks within the specified time and according to the applicable procedures. Additionally, only one individual expressed a lack of responsibility for the completed work, while the rest (36 individuals) felt responsible for the tasks. Therefore, it can be stated that almost all employees feel a sense of responsibility for the outcomes of the tasks they have completed. Furthermore, it can be inferred that the majority of employees at Kantor Kecamatan Kairatu Barat tend to acknowledge their mistakes and strive to promptly find appropriate and accurate solutions to the issues or errors that arise.

Career Development of Civil Servants

Career development refers to a series of processes or efforts undertaken by individuals to enhance their knowledge, skills, and abilities, as well as broaden their experiences in a specific job field or career (Supardi, 2016). The purpose of career development is to achieve growth and advancement in an individual's career, encompassing responsibilities, positions, and salaries. Career development is an individual's responsibility to identify opportunities and take proactive steps to enhance their qualifications and skills (Mangkunegara & Waris, 2015). It can also bring benefits to companies or organizations by having more skilled, motivated employees who are prepared to face challenges in an increasingly complex and competitive work environment.

The career development that the researcher focuses on in this context is participation in Education and Training, specifically Technical Training and Leadership Training (Simamora, 2017). Below are the survey results from respondents who have participated in Technical Training:

Technical Training and Leadership Training

Below is a summary of the survey results from Technical Training and Leadership Training:

Table 7.
Summary of Research Findings on Technical Training and Leadership Training

No.	Aspect	Survey Results
1.	Technical Training	23 individuals (62.2%) have participated in Technical Training and found it very beneficial, while 14 individuals (37.8%) have not participated but are interested.
		Among the 23 individuals who have undergone Technical Training, 16 individuals (69.6%) found it very effective, enabling smooth implementation of the learned material, and 7 individuals (30.4%) found it moderately effective, encountering minor obstacles during implementation.
		Among the 23 individuals who have undergone Technical Training, 15 individuals (65.2%) felt that participating in the program significantly enhanced their technical competency, while 8 individuals (34.8%) found it somewhat helpful in improving their technical skills.
2.	Leadership Training	15 individuals (40.5%) have participated in Leadership Training, while 22 individuals (59.5%) have not yet participated but expressed interest.
		Among the 15 individuals who participated in Leadership Training, 13 individuals (86.7%) felt it was very effective, enabling the application of the acquired material, while 2 individuals (13.3%) found it moderately effective due to minor implementation challenges.
		Among the 15 individuals who have undergone Leadership Training, 14 individuals (93.3%) felt significantly supported in enhancing their leadership competencies, while 1 individual (6.7%) found it somewhat supportive.

Source: Research Results 2023

Based on the provided facts, it can be concluded that 23 individuals have participated in Technical Training, while 14 individuals have not. This indicates that the majority of employees have experience attending Education and Training programs. Furthermore, among those who participated in Technical Training, approximately 69.6%, or 16 individuals, believed that their participation had benefited the organization by successfully implementing the learned material. Moreover, around 65.2%, or 15 individuals who attended Technical training, considered their participation in Education and Training significantly helpful in enhancing their technical competency. Regarding participation in Leadership Training, it was found that the number of employees who have not participated (22 individuals, or 59.5%) slightly outweighs those who have (15 individuals, or 40.5%). Overall, nearly all employees who participated in Leadership Training (13 individuals, or 86.7%) felt that the acquired material was effectively implementable. This indicates that participation in Leadership Training significantly contributes to enhancing leadership competencies, a sentiment shared by the majority (14 individuals, or 93.3%) of them.

Ethical Code Implementation

The implementation of a code of ethics refers to the process of applying and utilizing ethical guidelines by individuals, organizations, or professions in their activities, decisions, and

behavior. A code of ethics is a set of principles, norms, and values that dictate how an individual or group should behave or act in a specific environment (Sutrisno et al., 2022). The implementation of a code of ethics is crucial in fostering a healthy ethical culture and ensuring that members of an organization or profession conduct themselves with integrity, responsibility, and honesty (Musbikin, 2021). By adhering to a code of ethics, organizations, and professions can build trust and a positive reputation in society and achieve their goals ethically and professionally.

Below are the survey results related to the implementation of the code of ethics in this study:

Table 8.
Summary of Research Findings on Ethical Code Implementation

No.	Aspect	Survey Results
1.	Ethical Code Implementation	19 individuals (51.4%) always strive to maintain good conduct and behavior, 17 individuals (45.9%) find it challenging to always uphold good conduct, and 1 individual (2.7%) often violates expected conduct and behavior.
		14 individuals (37.8%) perceive it as performing tasks with honesty, high integrity, and responsibility. 9 individuals (24.3%) view it as working effectively and meticulously, and consistently adhering to discipline in task execution. 8 individuals (21.6%) interpret it as safeguarding confidential information related to state and societal policies. Additionally, 6 individuals (16.2%) understand it as refraining from engaging in corrupt practices or actions that harm organizational interests.
		16 individuals (43.2%) of the employees consider possessing etiquette as an essential aspect of being a civil servant because etiquette is key to providing quality service, while 24 individuals (56.8%) consider it important as etiquette represents a high standard of service ethics.
		33 individuals (89.2%) consistently maintain etiquette when interacting with colleagues and the public, and 4 individuals (10.8%) choose to practice etiquette based on specific situations and contexts.

Source: Research Results 2023

Based on the revealed facts, it can be concluded that employees who consistently strive to uphold good conduct and behavior (19 individuals, or 51.4%) slightly outnumber those who find it challenging at times (17 individuals, or 45.9%). Furthermore, all employees (37 individuals, or 100%) have a clear understanding of the concept of "maintaining good conduct and behavior." This result indicates a unanimous agreement among all employees at the West Kairatu District Office (37 individuals, or 100%) about the importance of etiquette in providing services to the public. These findings also demonstrate that the majority of employees (33 individuals, or 89.2%) consistently uphold etiquette in their daily tasks, particularly during interactions with colleagues and the public.

As for the division of achievement indicators used in this research, they are as follows:

Table 9.
Achievement Categories

No.	Percentage	Categories
1.	< 40%	Not Good
2.	40% - 60%	Fairly Good
3.	61% - 80%	Good

4.	> 80%		Very Good

Source: Research Result 2023

In terms of Employee Discipline, it is divided into three sections: Attendance, Compliance with Rules, and Responsibility. Below are the conclusions drawn from the conducted survey:

Table 10.
Employee Discipline

No.	Aspect	Survey Conclusion	Mean (%)	Categories
1.	Attendance	11 individuals (29.7%) consistently arrive at work on time as per the established schedule.	48,6%	Fairly Good
		11 individuals (29.7%) consistently leave work on time after completing their tasks.		
		32 individuals (86.4%) have strategies to effectively manage their work time.		
2.	Compliance with Rules	34 individuals (91.9%) are considered to comprehend all the regulations and rules applicable at the West Kairatu District Office.	94,6%	Very Good
		34 individuals (91.9%) consistently adhere to and follow the rules diligently.		
		37 individuals (100%) feel responsible for their assigned tasks at the office.		
3.	Responsibility	30 individuals (81.1%) completed assigned tasks on time according to established procedures.	90,97%	Very Good
		36 individuals (97.3%) feel responsible for the results of their completed work.		
		35 individuals (94.6%) exhibit the attitude of admitting mistakes and promptly seeking solutions when errors or issues arise in their work results.		

Source: Research Results 2023

Based on the table, it can be concluded that in the Employee Discipline section, Compliance with Rules and Responsibility falls under the "Very Good" achievement category. However, in the Attendance section, it falls under the "Fairly Good" achievement category.

The career development of Civil Servants is divided into two sections: participation in Technical Training and Leadership Training and Leadership Training. Below are the conclusions drawn from the survey:

Table 11.
Career Development of Civil Servants

No.	Aspect	Survey Conclusion	Percentage (%)	Categories
1.	Technical Training	23 individuals have participated in Technical Training	62,2%	Good
2.	Leadership	Leadership Training 15 individuals have participated in Leadership	40,4%	Fairly Good

	Training	Training.

Source: Research Results 2023

Based on the table above, it can be concluded that in the Career Development of Civil Servants section, participation in Technical Training falls under the "Good" achievement category, and participation in Leadership Training falls under the "Fairly Good" achievement category.

Here are the conclusions drawn from the conducted survey regarding the Application of the Code of Ethics:

Table 12.
Ethical Code Implementation

No.	Survey Conclusion	Percentage	Average (%)	Category
1.	19 individuals consistently make an effort to maintain good conduct and behavior in carrying out their duties as civil servants.	51,4%		
2.	37 individuals correctly understand the concept of "maintaining good conduct and behavior.	100%		
3.	37 individuals consider displaying politeness as an essential aspect of being a civil servant while providing services to the public.	100%	**75,14%**	**Good**
4.	33 individuals always make an effort to maintain politeness in their daily work routine, particularly when interacting with colleagues or the public.	89,2%		
5.	13 individuals feel there are no obstacles in applying the code of ethics at the West Kairatu District Office.	35,1%		

Source: Research Results 2023

Based on the table, it can be concluded that the Application of the Code of Ethics at the West Kairatu District Office falls under the "Good" achievement category.

Discussion

The survey results conducted at the West Kairatu Sub-district Office reveal several relevant findings regarding the presence of Civil Servants (ASNs) in public service. In this discussion section, the factors contributing to work discipline, career development, and the implementation of the code of ethics among ASNs will be elaborated in detail.

Firstly, concerning work discipline, the survey indicates variations in the level of attendance, rule compliance, and responsibility among ASNs. This finding underscores the importance of more effective supervision and guidance to ensure consistency in work discipline. Steps are needed to motivate ASNs to maintain consistent attendance, adhere to rules accurately, and fulfill their duties with full responsibility.

Secondly, in terms of career development, the survey reveals that the majority of ASNs have participated in Technical and Leadership Training programs. However, there is still room for improvement in participation rates in these programs. Increased participation in these training programs is expected to have a positive impact on enhancing performance quality and competency among ASNs to face increasingly complex work challenges.

Thirdly, regarding the implementation of the code of ethics, the survey results reflect a relatively high level of awareness among ASNs regarding the importance of work ethics in public service. However, there are differing perceptions regarding the extent to which the code of ethics is truly practiced in daily activities. Therefore, further efforts are necessary to ensure consistent and sustainable implementation of the code of ethics to build a positive image of government institutions in the eyes of the public.

The conclusion drawn from these survey results is that the condition of ASN presence in public service at the West Kairatu Sub-district Office has aspects that require attention and further action. A comprehensive strategy is needed to enhance work discipline, career development, and the implementation of the code of ethics. The recommendations derived from data analysis will also serve as valuable guidelines in formulating concrete steps to enhance the development of ASN and public service in the future. Collaborative and sustained efforts at all levels will be key to achieving significant and sustainable improvements in the government work environment.

CONCLUSION AND RECOMMENDATIONS

CONCLUSION

This study provides a comprehensive overview of the presence of Civil Servants (ASN) in public service at the West Kairatu Sub-district Office, West Seram Regency. Based on the data analysis conducted using a quantitative descriptive approach, several significant findings and insights can be drawn as the conclusions of this research.

Firstly, the work discipline of ASN at the West Kairatu Sub-district Office exhibits variations that require attention. While most ASNs demonstrate good attendance, challenges still exist in ensuring consistent rule compliance and responsibility. Therefore, improvement efforts and guidance in terms of work discipline need to be enhanced to achieve a more uniform and optimal level of attendance and work quality.

Secondly, the career development of ASN at the West Kairatu Sub-district Office has been accompanied by participation in Technical and Leadership Training programs. However, there is potential to increase participation in these programs to develop broader and deeper competencies. This step will have a positive impact on enhancing the performance quality of ASNs in facing the dynamics of the changing work environment.

Thirdly, regarding the implementation of the code of ethics, ASN at the West Kairatu Sub-district Office displays a high level of awareness of the importance of work ethics in public service. However, further efforts are needed to ensure that the code of ethics is not only held as a principle but also consistently implemented in daily actions. This will strengthen the integrity and image of government institutions in the eyes of the public.

RECOMMENDATIONS

Based on the research findings, here are some recommendations that can be proposed:

Firstly, develop a more comprehensive program to enhance work discipline among Civil Servants (ASN) at the West Kairatu Sub-District Office. This may include training, supervision, and incentives aimed at improving compliance with regulations and responsibilities. Secondly, encourage ASN participation in technical and leadership training programs actively. This could involve the development of more engaging and relevant training programs. Thirdly, ensure that the code of ethics is not just a principle but is consistently implemented in the daily

actions of ASN. These measures may include additional training, supervision, and disciplinary actions when necessary.

SUGGESTIONS FOR FURTHER RESEARCH

Based on the research findings, here are some suggestions for further research:

Firstly, subsequent research could evaluate the impact of the proposed development programs on the performance and presence of ASNs at the West Kairatu Sub-District Office. Secondly, conduct comparative studies between the West Kairatu Sub-District Office and similar offices in other regions to identify differences and similarities in the conditions of civil servant development. Thirdly, undertake qualitative research to gain a deeper understanding of the factors influencing work discipline, career development, and the implementation of the ASN code of ethics.

LIMITATIONS OF THIS RESEARCH

Here are some limitations of this research:

First, the primary limitation of this research is the use of the entire population as the sample, which may restrict the generalization of results to a broader population. Second, there is a potential bias in questionnaire responses by respondents. Third, This research was conducted within a specific time frame, which may limit observations of long-term changes that could occur over a longer period.

BENEFITS OF THE RESEARCH FOR SCIENCE AND KNOWLEDGE

The benefit of the research for science and knowledge is this research contributes to the understanding of the presence of Civil Servants (ASN) in public service, with a focus on work discipline, career development, and the implementation of the code of ethics. Then, the findings can provide insights to the government and relevant institutions for improving ASN development programs. Additionally, this research can make a significant contribution to the development of public administration and human resource management knowledge.

REFERENCES

Akhmal, A., Laia, F., & Sari, R. A. (2018). Pengaruh pengembangan karir terhadap kepuasan kerja karyawan. *Jurnal Bisnis Administrasi*, *7*(1), 20-24.

Al Hakim, Y. R., Irfan, M., Mardikaningsih, R., & Sinambela, E. A. (2019). Peranan Hubungan Kerja, Pengembangan Karir, dan Motivasi Kerja terhadap Kepuasan Kerja Karyawan. *Management & Accounting Research Journal Global*, *3*(2).

Alamsyah, M. N. (2015). Pembinaan Pegawai Aparatur Sipil Negara (ASN) pada Badan Kepegawaian Daerah Kabupaten Bengkulu Utara. *Jurnal Administrasi Negara*, *5*(1), 33–44.

Anshori, M., & Iswati, S. (2019). *Metodologi penelitian kuantitatif: edisi 1*. Airlangga University Press.

Arif, M., Maulana, T., & Lesmana, M. T. (2020). Pengaruh disiplin kerja dan kemampuan kerja terhadap prestasi kerja karyawan. *Jurnal Humaniora: Jurnal Ilmu Sosial, Ekonomi Dan Hukum*, *4*(1), 106-119.

Bahri, S., & Nisa, Y. C. (2017). Pengaruh pengembangan karir dan motivasi kerja terhadap kepuasan kerja karyawan. *Jurnal Ilmiah Manajemen Dan Bisnis*, *18*(1), 9–15.

Batubara, E. D. (2020). Penerapan Akuntansi Forensik Dan Audit Investigatif Terhadap Mendeteksi Kecurangan (Fraud): Penerapan Akuntansi Forensik Dan Audit Investigatif

Terhadap Mendeteksi Kecurangan (Fraud). *Juripol (Jurnal Institusi Politeknik Ganesha Medan)*, *3*(2), 9–16.

Dachner, A. M., Ellingson, J. E., Noe, R. A., & Saxton, B. M. (2021). The future of employee development. *Human Resource Management Review*, *31*(2), 100732.

Dewi, N. P. P. A. (2019). PENGARUH KEPEMIMPINAN, MOTIVASI DAN LINGKUNGAN KERJA TERHADAP DISIPLIN KERJA PEGAWAI NEGERI SIPIL DI SEKRETARIAT DPRD KABUPATEN BADUNG. *Jurnal Widya Publika*, *7*(2), 139–160.

Dessler, G. (2015). Manajemen sumber daya manusia. *Jakarta: Salemba Empat*.

Dini, R. R., Ermita, E., Nelitawati, N., & Jasrial, J. (2021). Pembinaan Pegawai Negeri Sipil pada Dinas Pendidikan dan Kebudayaan Kabupaten Lima Puluh Kota. *Journal of Educational Administration and Leadership*, *2*(2), 162–167.

Fattah, N. (2014). *Prinsip-Prinsip Dasar Manajemen*. Jakarta: Rajawali Pers.

Halimah, H. (2018). PEMBINAAN PEGAWAI NEGERI SIPIL PADA DINAS PENDIDIKAN KABUPATEN PIDIE (Studi Implimentasi Peraturan Pemerintah Nomor 12 Tahun 2002 Tentang Kenaikan Pangkat Pegawai Negeri Sipil). *Jurnal Sosial Humaniora Sigli*, *1*(2), 69–88.

Hadari, N. (2017). *Pengembangan Sumber Daya Manusia*. Jakarta: PT. Raja Grafindo Persada.

Hasibuan, J. S., & Silvya, B. (2019). Pengaruh disiplin kerja dan motivasi terhadap kinerja karyawan. *Prosiding Seminar Nasional USM*, *2*(1), 134–147.

Hua, A. K. (2016). Pengenalan rangkakerja metodologi dalam kajian penyelidikan: Satu kajian komprehensif. *Malaysian Journal of Social Sciences and Humanities (MJSSH)*, *1*(4), 42–52.

Indahsari, C. L., & Raharja, S. J. (2020). New public management (NPM) as an effort in governance. *Jurnal Manajemen Pelayanan Publik*, *3*(2), 73–81.

Indonesia, P. R. (2014). *Undang-Undang Republik Indonesia Nomor 5 Tahun 2014 Tentang Aparatur Sipil Negara*.

Madjid, U. (2021). Manajemen Sumber Daya Aparatur di Era Reformasi Birokrasi.

Mangkunegara, A. P., & Waris, A. (2015). Effect of training, competence, and discipline on employee performance in the company (case study in PT. Asuransi Bangun Askrida). *Procedia-Social and Behavioral Sciences*, *211*, 1240–1251.

Massie, R. (2015). Pengaruh perencanaan karir, pelatihan dan Pengembangan karir terhadap kinerja pegawai pada museum negeri provinsi sulawesi utara. *Jurnal Berkala Ilmiah Efisiensi*, *15*(5).

Musbikin, I. (2021). *Pendidikan Karakter Disiplin*. Jakarta: Nusamedia.

Nilawati, L., Kismono, G., Handoko, T. H., & Rosari, R. (2023). KONSEPTUALISASI DAN PENGEMBANGAN PENGUKURAN SIKAP KARIER PROTEAN: PENDEKATAN TEORI KOGNITIF SOSIAL KARIER. *EKUITAS (Jurnal Ekonomi Dan Keuangan)*, *7*(1), 81–101.

Nizar, M. (2017). MANAJEMEN SUMBER DAYA APARATUR PUBLIK.

Nurjaman, K. (2014). *Manajemen personalia*. Bandung: Pustaka Setia.

Nurwahyu, P., Felani, H., Soebagijo, N. H., Al-Mubaroq, H. Z., & Marnani, C. S. (2022). TINGKAT PARTISIPASI APARATUR SIPIL NEGARA (ASN) SEBAGAI KOMPONEN CADANGAN DALAM RANGKA MEMPERKUAT PERTAHANAN NEGARA. *Jurnal Ilmu Pemerintahan Suara Khatulistiwa*, *7*(1), 63–71.

Okechukwu, W. (2017). INFLUENCE OF TRAINING AND DEVELOPMENT, EMPLOYEE PERFORMANCE ON JOB SATISFACTION AMONG THE STAFF. *Journal of Technology Management and Business*, *4*(1).

Richard, E. M. (2020). Developing employee resilience: The role of leader-facilitated emotion management. *Advances in Developing Human Resources*, *22*(4), 387–403.

Setiawan, E. (2018). Budaya Organisasi Pada Dinas Kesehatan Kabupaten Sumedang. *Jurnal Manajemen Pelayanan Publik*, *2*(1), 9–23.

Siagian, S. P. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.

Simamora, B. (2017). Pengaruh Pelatihan Dan Pengembangan Serta Prestasi Kerja Terhadap Pengembangan Karir Pegawai Pada Dinas Bina Marga Dan Pengairan Kota Pematangsiantar. pdf. *Jurnal Politeknik Bisnis Indonesia*, *7*(2), 13–23.

Sugiarti, S., Widyastuti, E., Sutanto, E. M., & Yulandari, A. (2021). Analisis Faktor yang Mempengaruhi Penerapan Kode Etik Pegawai di BPPKAD Kota Surakarta. *Jurnal Akuntansi dan Pajak*, *22*(01), 40.

Sunyoto, D., & Kalijaga, M. A. (2021). PERAN JALUR, PERENCANAAN DAN PENGEMBANGAN KARIR INDIVIDU PADA PRESTASI KERJA PEGAWAI PERBANKAN (Studi Kasus Pegawai PD. BPR. Bank Sleman). *Efektif Jurnal Ekonomi Dan Bisnis*, *12*(2), 115–124.

Supardi, E. (2016). Pengembangan Karir Kontribusinya Terhadap Kinerja Pegawai. *Jurnal Geografi Gea*, *9*(1).

Sutrisno, S., Arief, M., & Widyaningsih, A. (2022). PENGARUH PEMAHAMAN KODE ETIK PROFESI AKUNTAN TERHADAP PERILAKU ETISMAHASISWA. *JURNAL EDUCATION AND DEVELOPMENT*, *10*(3), 516–518.

Syahputra, P. (2022). TANGGUNG JAWAB BADAN KEPEGAWAIAN DAERAH KABUPATEN ASAHAN DALAM MELAKUKAN PEMBINAAN TERHADAP APARATUR SIPIL NEGARA. *Citra Justicia: Majalah Hukum Dan Dinamika Masyarakat*, *23*(1), 90–97.

Tatang, N. P. M. (2018). *Model Penerapan Kode Etik Pegawai Negeri Dalam Upaya Meningkatkan Disiplin Kerja Pegawai Negeri Di Kabupaten Ciamis* (Doctoral dissertation, Perpustakaan Pascasarjana).

Thoha, M. (2015). Manajemen Kepemimpinan. *Jakarta: Rajagrafindo Persada*.

Thomassawa, R. (2020). Pembinaan Aparatur Terhadap Peningkatan Kinerja pada Kanor Lurah Gebangrejo Barat Kecamatan Poso Kota. *Jurnal Ilmiah Administratie*, *13*(1), 52–64.

Wahyudi, B. (2018). Kepemimpinan Nasional Dalam Perkembangan Lingkungan Strategis. *PALAR (Pakuan Law Review)*, *4*(2).

Yusuf, M. (2020). *Meneladani Perjuangan Kasman Singodimedjo*. Yogyakarta: UIN Sunan Kalijaga

Zulkarnaen, E. I., & Mahmud, A. (2013). Pengaruh good corporate governance terhadap luas pengungkapan intellectual capital. *Jurnal Dinamika Akuntansi*, *5*(1).