

## HUMAN RESOURCE DEVELOPMENT STRATEGY IN IMPROVING EMPLOYEE PERFORMANCE AT TANJUNGPINANG YOUTH AND SPORTS SERVICE



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### Abstract

Human resource (HR) capability is the main key to the success of organizational development. The Youth and Sports Agency (Dispora) of Tanjungpinang City has a strategic role in youth and sports development, but HR development in improving employee performance is still not optimal. This study aims to analyze HR development strategies in improving employee performance at Dispora Tanjungpinang. The method used is a qualitative descriptive approach with data collection techniques through observation, interviews, and documentation. Informants consisted of structural officials, implementing staff, and parties directly involved in youth and sports programs. Data analysis was carried out using an interactive model that included data reduction, data presentation, and concluding, and its validity was tested through triangulation. The results of the study showed that the HR development strategy implemented by Dispora included motivation through training linked to careers and financial incentives, an integrated performance evaluation system, measuring the impact of training through systems and questionnaires, and cross-sector collaboration. Dispora also designed HR development that was in line with the Mayor's vision and mission, even though it still faced the challenge of budget constraints. These strategies are considered effective in encouraging improved employee performance and professionalism.

**Keywords:** Human Resource Development Strategy, Employee Performance, Tanjungpinang Youth and Sports Office

## INTRODUCTION

Human resources function as a very important component in a company or organization. The existence of human resources is very important to achieve the success and progress of an institution, especially in every activity of the institution. This shows that the workforce has a fairly large role in the implementation of activities carried out by the organization or agency. An institution requires employees who are qualified, productive, and have a professional attitude in carrying out their duties, so that the institution can increase its productivity and quality. In addition, human resource development is one element that can affect employee performance.

The importance of human resource planning strategy is based on the organization's ability to align its workforce needs with the company's goals and missions, and prepare itself to face challenges that may arise in the future. In this case, assessment of human resource needs, employee development, fulfillment of employee needs, workforce variation, application of human resource technology, and monitoring and evaluation of performance are the main aspects that need to be considered.

Human resource development is a planned and sustainable step taken by management to improve individual capabilities and organizational effectiveness. Human resource development and development include initiatives aimed at developing the knowledge and skills needed for future work (Djuwita, 2011).

The human element which is one of the elements of resources has developed into a management discipline known as HRM, this is a translation of human resource management. Management that oversees the human element is also called performance management or personnel management. In line with the findings presented by Agistian (2016) who stated that human resource management (HR) which manages the human aspect in an organization is useful for improving performance, both in terms of quality and quantity.

The role of the workforce is very crucial in the development of an institution, especially a work unit or government agency, this cannot be ignored. Increasing the effectiveness and efficiency of organizational performance is closely related to the ability to manage human resources. Active participation from employees, the creation of a healthy work environment, and a strong understanding of the needs of each individual are important

factors in improving team performance. In a competitive situation in the digital era, where technology changes work methods, human resource strategies need to be adjusted so that organizations have capabilities that are in line with market needs.

Human resource development is a step where an institution increases the value of its entity by providing added value to the individuals who work in it. Continuing education, practical training, development opportunities, and understanding of government regulations are various ways that institutions use to improve the capabilities of their employees. Human resource development allows them to be more adaptable, innovative, and flexible, which are important factors in remaining competitive in an organization. In addition, by encouraging employees to learn new technologies or processes, they will remain relevant and valuable. This will also increase their job satisfaction, eliminate boredom, and increase overall productivity.

The role of Human Resources (HR) is very important in an organization. The success of an entity in overcoming various challenges does not only depend on the performance of employees in carrying out their duties. Employees are expected to work optimally, not only carrying out their duties but also providing extra contributions, such as cooperation, teamwork, providing advice, actively participating, and providing additional contributions to the organization. Without human resources or inadequate quality of human resources, a company or organization may have difficulty in running and operating its activities effectively (Efi and Supriyanto, 2023). Therefore, company management can take steps to manage and develop human resources by paying attention to the quality of employee performance as an effort to ensure the continuity and success of the company's operations (Lestari et al., 2023).

Human Resource Development (HRD) is a process that requires planning, time management, cost allocation and programmed activities. The dimensions of human resource development are very broad, with the main goal of increasing the potential of human resources so as to increase professionalism in an organization. Human resource development programs are expected to increase the efficiency and effectiveness of employee work in achieving predetermined work goals.

Human Resources (HR) Performance is the result of individual work, both in quality and quantity, achieved by employees in carrying out tasks according to the responsibilities given. Improving employee performance is considered to have a positive impact on the company, where employees with good and optimal performance can make a positive contribution to achieving company goals (Supriyanto et al., 2023). This is important considering that company resources are limited. Therefore, companies are faced with the demand to empower and optimize the use of their human resources in order to maintain the company's survival (Jamaluddin & Pancasakti, 2021).

Rumawas, W (2021) Performance is a process of how temporary work is managed to achieve success, while performance management is the management of achieving real results effectively and efficiently in the efforts of workers, managers for the success of the organization and the achievement of desired goals. Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics.

Human resource development plays an important role in improving employee performance in an organization. Through a planned development program, the quality of individuals in the work environment can be significantly improved. Human resource management is a crucial aspect that not only impacts operational employees, but also the managerial ranks. Thus, the more optimal human resource development is carried out, the better the overall employee performance will be. Conversely, minimal human resource development has the potential to reduce the effectiveness of employee performance in the company.

In Indonesia, there are many organizations, both government and private, that have implemented Human Resource Development (HRD). One of them is the Tanjungpinang Youth and Sports Agency (DISPORA). DISPORA is a government agency engaged in the field of youth and sports in certain areas. The Youth and Sports Agency in compiling and preparing strategic plans, elements of departments and fields that are within the scope of its services, coordinates with related agencies, in order to direct and create technical instructions for implementation in the field of youth and sports and other tasks assigned to the mayor, as

well as supervising and evaluating the implementation of its duties in the field of youth and sports through periodic reports. From the sports sector, everything will be run through the Youth and Sports Agency.

Through the [realitamedia.com](http://realitamedia.com) website, it is stated that the Tanjungpinang City Youth and Sports Service (Dispora) continues to increase the youth development index. Dispora also seeks to actualize youth potential, develop interests and talents, and form positive attitudes towards society. The Tanjungpinang City Youth and Sports Service (Dispora) continues to pay attention to youth development in Tanjungpinang, one of which is through the Youth Development Index (IPP). Data from the Ministry of Youth and Sports in 2023 noted that the Riau Islands IPP was ranked sixth out of 17 provinces with a score of 56.83. Meanwhile, the Riau Islands Youth Development Index (IPP) in 2024 was 56.33 percent. This figure shows the quality of youth in the Riau Islands. IPP is a measuring tool used to assess youth development in an area. However, IPP measurements at the district/city level, including Tanjungpinang, are not yet available ([www.realitamedia.com](http://www.realitamedia.com) Accessed February 12, 2025).

Based on the data above, it can be seen that Human Resources (HR) showed good performance even though it experienced a slight decline in 2024. The results of the initial survey revealed several problems in this business, especially related to human resources. Based on interviews with employees, the main problem that occurred was the lack of discipline such as often being late which had an impact on the smooth running of operations. Therefore, new ideas and thoughts are needed to improve the quality of performance at the Tanjungpinang DISPORA. Based on this background, the research problem in this study is how human resource development strategies can improve performance at the Tanjungpinang City Youth and Sports Office.

From the explanation above, the formulation of the problem in the research that the author can formulate is how the human resource development strategy can improve performance at the Youth and Sports Office of Tanjungpinang City. This research focuses on the human resource development strategy in improving employee performance at the Youth and Sports Office (Dispora) of Tanjungpinang. The formulation of the problem is how the human resource development strategy can improve performance at the Youth and Sports

Office of Tanjungpinang City, especially in the context of the breadth of the duties and functions of Dispora in advancing the youth and sports sector.

The purpose of this study is to determine and analyze effective human resource development strategies in improving the performance of Tanjungpinang Dispora employees. This study aims to reveal strategies that can overcome the problems faced by Dispora in developing its human resources, such as lack of discipline and performance optimization. Thus, it is hoped that this study can provide recommendations for human resource development strategies that are right on target and have a positive impact on improving the performance of Tanjungpinang Dispora employees, so that it can support the achievement of Dispora's goals in advancing the youth and sports sector in Tanjungpinang City.

## **REVIEW OF LITERATURE**

### **Human Resources Development (HRD)**

Human resource development (HRD) is a series of planned and systematic processes carried out by an organization to improve individual competence, skills, and professionalism in order to support organizational success. According to Djuwita (2011), HRD development includes efforts to improve employee technical and managerial abilities through training, education, technical guidance, and continuous career development. The main objective of HRD development is to create individuals who are able to adapt to changes in the work environment, technology, and dynamic organizational challenges. In the context of government agencies, such as the Youth and Sports Service (Dispora), HRD development also plays an important role in forming an adaptive, integrated apparatus that is able to provide optimal public services. Widodo (2018) added that HRD development should be directed not only at improving individual competence, but also towards creating a work culture that supports productivity, collaboration, and innovation. Thus, investment in HRD development not only produces skilled employees, but also encourages overall organizational growth.

### **Human Resource Development Strategy in the Public Sector**

The strategy for developing human resources in the public sector has a unique approach, considering the orientation of public service that must be upheld by every

government institution. Farizki and Wahyuati (2017) stated that the strategy for developing human resources in government institutions must be based on organizational needs and linked to the vision, mission, and long-term development goals. This strategy includes competency needs planning, measurable career development, a tiered training system, and continuous evaluation and monitoring.

In the context of Dispora Tanjungpinang, HR development strategies can include field-based training (sports science, sports event management, youth), career development through reward-promotion, and application-based evaluation for daily performance monitoring. The strategy must be formulated based on an analysis of employee needs and in line with the agency's Strategic Plan (Renstra). Sari and Handoko (2020) stated that a successful HR development strategy is a strategy that is able to form employees with adaptive, participatory, and responsive abilities to tasks and public demands. Therefore, local governments must have an integrative HR development framework that accommodates social and technological dynamics.

### **Employee Performance and Factors Affecting It**

Employee performance is one of the important indicators that shows the success of an organization in achieving its goals. According to Rumawas (2021), performance is the work results achieved by a person based on the tasks and responsibilities given in an organization. In public sector management, employee performance is not only measured by work output, but also by contribution to community satisfaction and achievement of regional development indicators.

Lestari et al. (2023) explained that factors that influence employee performance include individual competence, reward systems, leadership, work environment, and opportunities for self-development. In this regard, HR development plays a role as the main foundation in improving and enhancing employee performance.

In the Tanjungpinang Youth and Sports Office, performance measurement has been carried out digitally through a daily performance evaluation system. This provides an opportunity for employees to reflect on their achievements, and becomes the basis for promotions and annual performance assessments. According to Supriyanto et al. (2023), a structured and

open evaluation system will create a more accountable, competitive, and productive work climate.

### **Cross-Sector Collaboration in Human Resources Development**

Cross-sector collaboration is a strategic approach in developing human resources in the public sector. Wulandari and Pribadi (2021) stated that the involvement of various parties ranging from other government agencies, the private sector, academics, to community organizations - will expand the reach of training and improve the quality of the programs designed. At the Tanjungpinang Dispora, collaboration is carried out with various partners such as KONI for the development of competitive sports, and the Education Office in fostering student sports. In addition, youth entrepreneurship and leadership training is also developed through synergy with other institutions. This collaboration not only provides a variety of training materials and approaches, but also ensures resource efficiency and strengthens institutional networks. Putra and Ardana (2019) emphasized that collaboration designed in human resource development must be mutualistic, transparent, and directed at creating long-term impacts. This approach is very suitable for agencies such as Dispora which are at the forefront of fostering the younger generation as regional development assets. Through strategic and sustainable collaboration, human resource development is not only an internal task of the institution, but becomes a joint movement between stakeholders.

### **RESEARCH METHOD**

This research is a descriptive study with a qualitative approach that aims to describe the actual situation and conditions regarding human resource development strategies at the Youth and Sports Agency (Dispora) of Tanjungpinang City. This research focuses on efforts made to improve the quality and effectiveness of employee performance through various strategies designed by the agency. Data collection techniques are carried out through three main methods, namely direct observation in the field, in-depth interviews with relevant informants, and documentation of archives, data, and activity reports related to HR development. The informant in this study was Mr. Ruli Friady, S.Sos, M.Si as the head of the Youth and Sports Agency (Dispora) who has direct involvement in youth and sports programs. In data processing, the researcher used an interactive analysis technique that

includes three stages, namely data reduction, data presentation, and drawing conclusions. All data obtained were then tested for validity through a triangulation process of sources and techniques, in order to ensure the validity and reliability of the information collected during the research process.

## **RESULTS AND DISCUSSION**

The Youth and Sports Agency (Dispora) of Tanjungpinang City is one of the regional agencies that has an important role in the development of youth and sports in the Tanjungpinang City area. In carrying out its duties and functions, Dispora focuses on improving the quality of human resources (HR) as one of the main strategies to encourage employee performance and the effectiveness of the programs implemented. Based on interviews conducted with informants at the Youth and Sports Agency (Dispora) of Tanjungpinang, several findings were obtained regarding human resource development strategies in an effort to improve employee performance. This section presents the results of the analysis and discussion.

### **Human Resource Development Motivation Strategy**

Dispora Tanjungpinang has its approach in building motivational strategies for its employees. Motivation is an important factor that continues to be developed to improve the competence and professionalism of human resources.

One form of motivational strategy implemented is through training tailored to each employee's field of work. The training is not just a formal activity, but a systematic effort to strengthen their daily skills. As conveyed by the informant, training is a must for every employee, especially in certain fields such as sports. In addition, the existence of a training history recording system also strengthens the motivational drive within employees. Dispora uses training data as a consideration in promotions or job placements. This strategy shows that the organization not only demands increased competence, but also provides space for clear and directed career development. Increases in rank and position that have an impact on increased income are one form of real and direct reward. This reward functions as an additional internal motivation, encouraging employees to be more proactive in developing themselves and participating in various relevant training.

Based on the author's observation and analysis, the motivational strategy implemented by Dispora Tanjungpinang shows an approach that does not only focus on the formal aspects of training, but also links it to career levels and financial rewards. This strategy shows that motivation is not just a matter of external encouragement, but also about how the institution is able to facilitate the need for continuous self-improvement of its employees. With this approach, employees not only feel appreciated, but also motivated to continue to develop according to the demands of the times.

### **Integrated Performance Evaluation System**

Dispora Tanjungpinang implements a performance evaluation system integrated with human resource development as an effort to improve employee accountability and productivity. This evaluation is carried out through a special application that allows for a daily and structured performance assessment process. This system is managed by the Personnel Agency and is designed to assess employee performance in stages, starting from the direct superior to the head of the department. Each level is responsible for monitoring the performance of its subordinates, which is then summarized and analyzed systematically. This multi-branch assessment model allows for comprehensive supervision and objectivity in the evaluation process. Transparency is the main value in this system. The results of the performance evaluation can be accessed by each employee at the end of the month, so that they can understand how their performance is assessed. This open access encourages employees to reflect on their performance, while also being a driver to continue to improve the quality of work following the targets and indicators that have been set. Based on the author's analysis, an integrated evaluation system like this reflects modern and responsive personnel management. In addition to creating a monitored and directed work culture, this system also encourages the formation of employees who are aware of responsibility and open to input. Transparency in evaluation helps strengthen motivation and self-awareness to continue to grow, because every employee can see their achievements and shortcomings in real time. This strategy is an important part of building high-performance human resources who are ready to face the increasingly complex challenges of public service.

## **Measuring the Impact of Human Resource Development Programs**

The impact of the HR development program on employee performance is measured through daily performance assessments. After participating in training, employees are monitored to see whether they are increasingly able to understand and carry out tasks in their fields. The HR development program at Dispora Tanjungpinang is not only seen in terms of the quantity of training attended, but also from its impact on employee performance. This impact evaluation is carried out directly through an integrated daily performance assessment system. After participating in training, employees are monitored periodically to see if there is an increase in understanding and carrying out tasks according to their respective fields. This assessment is an early indicator in seeing the effectiveness of the training that has been implemented. If an employee shows better understanding and improved performance, then the training is considered successful in having a positive influence on his work capacity.

In addition to daily performance monitoring, Dispora Tanjungpinang also uses a questionnaire instrument to measure changes in employee satisfaction and ability levels before and after training. Completing this questionnaire provides a subjective picture of employee perceptions of the training they have attended, as well as revealing the extent to which they feel the training is relevant and useful in supporting their duties. Furthermore, the impact of training on employee contributions to the organization is also a concern. Evaluations are conducted to see whether employees show changes in work behavior, new initiatives, or increased participation after returning from training. In other words, the success of HR development programs is not only seen from the individual side, but also from the extent to which the results of the training have an impact on the progress of the organization as a whole.

Based on the author's analysis, an evaluative approach like this shows the seriousness of Dispora Tanjungpinang in managing sustainable HR development. Not only stopping at the training process, but also paying attention to the real results brought by the training participants into their work environment. In this way, the organization can ensure that every investment in HR development truly provides added value, both for individual employees and the institution as a whole.

## **Collaboration in Human Resources Development**

Collaboration is one of the important pillars in the Human Resources (HR) development strategy at the Tanjungpinang Youth and Sports Agency. HR development is not carried out exclusively by the agency internally, but involves various external institutions to expand the scope, deepen the material, and strengthen the impact of the designed program. This collaboration is seen as a necessity by the Youth and Sports Agency. In the field of sports, for example, the Tanjungpinang Youth and Sports Agency collaborates with KONI (Indonesian National Sports Committee) as the main partner in developing high-achieving sports. Through this collaboration, the Youth and Sports Agency can facilitate the training and development of athletes in a more professional and targeted manner. Collaboration is also established with the Education Agency, especially in developing student sports, considering that students are under the authority of the agency. This collaboration does not only stop at the technical implementation level, but is also formalized in the annual agenda in the form of a Coordination Meeting (RAKOR). This RAKOR is a strategic space to align programs between the Youth and Sports Agency, other agencies, and partner organizations, both in the fields of sports and youth. Through this forum, all parties can share information, align perceptions, and formulate joint work steps. In the youth sector, Dispora also actively collaborates with other agencies to organize UMKM training, strengthening national insight, and leadership development. The importance of this coordination is to prevent overlapping programs and ensure a more even distribution of training participants. Dispora strives to provide the widest possible opportunities to different youth, not just the “same old” participants.

Based on the author's analysis, this collaborative approach is a form of good governance practice in government HR management. In the context of developing the capacity of ASN and youth, collaboration can expand the network of resources, enrich training materials, and increase program efficiency. By continuing to strengthen synergy between institutions, Dispora Tanjungpinang can build a more inclusive, strategic, and sustainable HR development system.

### **Future Human Resources Quality Development Plan**

The Tanjungpinang City Youth and Sports Agency has a strategic step in developing the quality of human resources (HR), which directly refers to the Mayor's vision and mission. This step reflects the alignment between the agency's program and the direction of the city government's policies, so that every policy implemented remains within the corridor of integrated regional development. The statement from the informant stating that every plan must refer to the Mayor's vision and mission reinforces that the Youth and Sports Agency is trying to maintain consistency and relevance to the city's priorities.

Youth development strategies that focus on improving facilities and infrastructure are also important points. In this case, the construction and improvement of facilities such as Mount Menenggong and the Sulaiman Abdullah soccer field are concrete forms of efforts to build spaces for expression and creativity for young people. This is not only an effort to create space, but also to empower young people to be more productive and active in positive activities. In addition to being a form of public service, this plan leads to the vision of Dispora to become a service that is able to produce, namely providing economic impact through sports facilities that are not only used socially but also have the potential as regional assets. Utilization of these facilities in the form of sports events, training, or rental facilities, can be a source of sustainable PAD (Regional Original Income).

Based on the author's observations and analysis, the steps taken by the Tanjungpinang Youth and Sports Agency are quite visionary and strategic. Linking human resource development with the regional head's vision shows that the Youth and Sports Agency does not work alone, but is integrated into the city's development system. I strongly agree with the development of facilities such as Mount Menenggong and the soccer field, because good facilities will create an environment that supports the growth of youth potential. However, so that it is not just a discourse, I think it is also important to ensure the sustainability and effectiveness of the program through supervision, training, and direct involvement of youth as subjects, not objects of development. This means that programs must be based on the real needs of youth and followed by periodic evaluations. In other words, this vision will really have an impact if accompanied by real action and active participation of all parties, especially the youth themselves.

### **Recommendations for Improving the Effectiveness of HR Development Strategies**

In an effort to improve the effectiveness of human resource development strategies, the Tanjungpinang City Youth and Sports Office emphasizes the importance of referring to strategic planning documents, namely the Strategic Plan (Renstra). Renstra is seen as the main guideline in formulating policies in the field of youth and sports, because it is a direct derivative of the Mayor's vision and mission. Understanding Renstra is not only important for policy makers, but must also be instilled in all human resources involved in implementing the policy. This shows that a solid strategy must always be based on targeted and measurable planning. In addition to referring to Renstra, another recommendation that emerged was the importance of preparing human resources who not only understand their administrative duties and functions, but are also able to understand real needs in the field, especially related to facilities and infrastructure that support youth programs. This suggests the need for mapping needs and increasing the technical capacity of human resources in order to respond to existing challenges effectively.

Training is also a crucial point. Internal training (in-house training) and sending employees out of the region are alternatives to improve the competence of the apparatus. However, the obstacle that arises is budget constraints, which are the main obstacle in realizing the various planned trainings. This situation shows a gap between the idealism of strategy and the reality of resources. Based on the author's analysis, the recommendations given are very realistic and relevant to institutional needs. Renstra should indeed be the main reference in program development because it is strategic and long-term oriented. I strongly agree that an understanding of this planning document must be possessed by the entire team, not just by structural officials. This is important to ensure unity of direction in program implementation.

The author also considers that the readiness of human resources to understand the needs of facilities and infrastructure is vital, because youth development is not just about providing space, but also requires human resources who know how to utilize and manage it. Regarding training, I understand that budget constraints are a classic problem, but that does not mean it cannot be overcome. In my opinion, Dispora can find creative solutions such as

establishing cross-sector cooperation, inviting quality local speakers, or utilizing digital platforms for online training that is cheaper but still effective.

## CONCLUSION

Based on the results of research and discussion on HR development strategies in improving employee performance at the Tanjungpinang Youth and Sports Agency (Dispora), it can be concluded that Dispora has implemented several fairly comprehensive HR development strategies. These strategies include motivation strategies through training that is tailored to each employee's field of work and linked to career levels and financial rewards, thus encouraging employees to continue to develop themselves sustainably. Dispora also implements an integrated performance evaluation system through a special application that allows for daily and structured performance assessments, reflecting modern and responsive employee management. Measuring the impact of HR development programs that are carried out well through daily performance assessments and questionnaires shows Dispora's seriousness in managing HR development sustainably. In addition, cooperation with various external institutions such as KONI and the Ministry of Education has expanded the scope and strengthened the impact of the designed programs. The plan for developing the quality of human resources in the future, which refers to the Mayor's vision and mission, shows the alignment of the institution's program with the direction of city government policy, although budget constraints are still the main obstacle in realizing the various planned trainings.

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