

## Leadership Strategy of the Head of the UPTD Siwa Lima Museum in Provinces of Maluku in Improving Employee Performance

Fientje Palijama<sup>1</sup>, Sitti N Batjo<sup>2</sup>

<sup>1,2</sup>*Sekolah Tinggi Ilmu Administrasi (STIA) Abdul Azis Kataloka Ambon*

*Corresponding Author : fientje.palijama@gmail.com*

### Abstract

*This research aims to understand and analyze leadership strategies and employee performance at the UPTD Siwa Lima Museum office, Maluku Province. The informants in this research were 5 respondents. The analytical method used in this research is a qualitative descriptive approach. The research results show that the leadership strategy at the Siwa Lima Ambon Museum has a very negative effect on employee performance. This happens because of a weak leadership strategy. This is evidenced by the lack of involvement of employees in the socialization of the Vision and Mission so that employees do not understand the purpose of the vision and mission, the human resources used are not in accordance with needs, employees are not optimal in participating in training activities and employees are less disciplined when entering and leaving the office and are not even optimal in carrying out Assigned job*

**Keywords : Leadership Strategy and Employee Performance.**

### 1. Introduction

Leadership has a chairperson role in guiding an organization towards achieving its desired goals. In the context of government institutions such as the Regional Technical Implementation Unit (UPTD) of the Siwalima Museum in Maluku Province, the role of the UPTD head in guiding and managing employee performance is very important. In an era of ever-developing organizational dynamics, effective leadership strategies are the key to ensuring the achievement of effective performance in ensuring the achievement of optimal performance from employees.

Facing continuous challenges and changes, the head of the Siwalima Museum UPTD needs to develop adaptive leadership strategies that are oriented towards achieving performance. Various factors such as motivation level, abilities and work environment, all influence employee performance. Therefore, research on the leadership strategies of UPTD heads in improving performance needs to be studied.

Leadership is sometimes understood as the power to move and influence people. Therefore, organizations need human resources, in this case, namely employees who have high job performance, where good employee performance can be used as one of the basic factors for measuring the success of an organization in achieving its goals. (Saluddin and Hendri, 2015: 17). In accordance with the Law of the Republic of Indonesia Number 5 of 2014 concerning State Civil Apparatus (ASN), it is a profession for Civil Servants and Government Employees with a work agreement who are appointed by civil service development officials and assigned duties in a government position or entrusted with other government duties and paid according to statutory regulations. This law is the legal basis for administering government in an effort to improve good governance and as an effort to improve performance and prevent the practices of corruption, collusion and nepotism carried out by the State Civil Apparatus. Therefore, government officials are required to have characteristics of high expertise and skills, broad knowledge, personality and high work motivation and be able to be responsible for their work.

In principle, employee performance is influenced by two factors, namely internal factors and external factors. Internal factors are factors related to a person's characteristics which include: attitude, physical personality, desires or motivation, age, gender, education, work

experience, cultural background and other personal variables. Meanwhile, external factors are factors that influence employee performance which come from the environment, leadership, actions of co-workers, type of training and supervision, wage system and social environment. (Saluddin and Hendri, 2015: 4) Meanwhile, one of the important elements in a company's management system apart from human resources and compensation is leadership. (Hidayat, 2013: 20).

Increasing employee performance in an organization is largely determined by the existence of leadership in the organization. Leadership is the main factor in determining the progress and decline of employee performance in an organization, because with leadership you can direct and mobilize other people to be willing to do something voluntarily to achieve the goals that have been set. (Rivai, 2008: 68).

Therefore, the existence of leadership in an organization greatly determines the success of an organization, both as a whole individual and the success of the group. By understanding the tasks at hand, and understanding the characteristics of his subordinates, a leader will be able to provide guidance, encouragement and motivation to all his members to achieve goals. If the interaction process is successful, it will be able to provide satisfaction and at the same time improve its performance. This has the consequence that every leader is obliged to pay serious attention to developing, mobilizing and directing all the potential of employees in their work environment so that the volume and workload is directed towards goals. Leaders need to provide serious coaching to employees in order to create organizational satisfaction and commitment so that ultimately they can improve high performance. Initial research illustrates that in the leadership process, leaders do not yet have the ability to mobilize their subordinates to follow what has been set in achieving institutional goals.

By looking at what is stated in the background of the problem, the aim of this research is: To find out and analyze the leadership strategy and employee performance at the UPTD Siwalima Museum office, Maluku Province.

## **2. Literature Review**

### **2.1 Strategy.**

According to George Stainner and John Minner, strategy is the placement of missions and organizational targets, taking into account external and internal forces in formulating certain policies to achieve targets and ensuring their implementation appropriately, so that the organization's main goals will be achieved. (Minner, 2002: 35). Meanwhile, according to Stephani K. Marrus, quoted by Sukristono,: Strategy is a process of determining plans by top leaders that focus on the long-term goals of the organization, accompanied by the preparation of a method or effort on how to achieve these goals (Mattus, 2001: 33) .

Specifically, strategy is the placement of the company's mission, the placement of organizational targets taking into account external and internal forces, the formulation of certain policies and strategies to achieve targets and ensuring their implementation appropriately, so that organizational goals and objectives can be achieved.

From the definition above, it can be concluded that strategy is an overall approach related to implementing ideas, preparing plans and executing activities to achieve targets and objectives in accordance with opportunities and threats within a certain period of time that focuses on long-term goals. Apart from that, it can also be concluded as a work plan that maximizes strengths by effectively linking organizational goals and resources to achieve organizational goals.

In principle, strategies can be grouped based on three forms of strategy, namely management strategy, investment strategy and business strategy. In principle, strategies can be grouped based on three forms of strategy, namely management strategy, investment strategy and business strategy. (Rangkuti 2003: 3).

a. Management Strategy.

Management strategies include strategies that can be carried out by management with a macro strategy development orientation, for example product development strategies, pricing strategies, acquisition strategies, market development strategies, financial strategies.

**b. Investment Strategy.**

This strategy is an investment-oriented activity, for example, whether the company wants to carry out an aggressive growth strategy or is trying to carry out market penetration, a survival strategy, a strategy for rebuilding a new division or a divestment strategy and so on.

**c. Business strategy**

This strategy is often called a functional business strategy because this strategy is oriented towards the functions of management activities, for example marketing strategy, production or operational strategy, distribution strategy, organizational strategy and strategies related to finance.

## **2.2 Leadership.**

### **1. Understanding Leadership.**

Leadership is a process of directing and influencing activities related to the tasks of group members. (Sutrisno 2016:218). Leadership is also a science that comprehensively examines how to direct, influence and supervise other people to carry out tasks in accordance with the planned government. According to Fahmi (2016: 122), Leadership is a science that comprehensively examines how to direct, influence and supervise other people to carry out tasks according to planned orders.

According to Hasibuan (2010: 170), leadership is how a leader influences subordinates' behavior, so they are willing to work productively to achieve organizational goals. Meanwhile, Pancasila Leadership is leadership that has the spirit of Pancasila, which has the authority and power to bring and lead the local community into an awareness of social and civil life based on Pancasila and the 1945 Constitution.

### **2. Functions and Roles of Leaders in Organizations**

The function of a leader in an organization often has different specifications from other areas of work or organizations. This difference is caused by several things, including: type of organization, social situation in the organization, number of members of the Ghiselli & Brown group (Sutrisno 2016:219). A successful leader is a leader who is able to manage or organize an organization effectively and is able to carry out leadership effectively as well. For this reason, leaders must truly be able to carry out their functions as leaders. According to Terry (Sutrisno, 2016:219) the functions of leaders in organizations can be grouped into four, namely: (1) planning; (2) organizing; (3) actuation; and (4) control. In carrying out its functions, leaders have certain tasks, namely ensuring that the group can achieve its goals well, in productive cooperation, and in whatever circumstances the group faces.

According to Gerungan (Sutrisno, 2016:219) the main task of a leader is: (1) to provide a clear structure to the complex situations faced by the group; (2) monitoring and channeling group behavior; and (3) feeling and explaining the group's needs to the outside world, regarding the group's attitudes, hopes, goals and concerns. Leaders in an organization have a very important role, not only internally for the organization concerned but also in dealing with various parties outside the organization, all of which are intended to increase the organization's ability to achieve its goals.

### **3. Leadership Style.**

In principle, style is a habit that is inherent in a person in carrying out his leadership duties. According to Stoner (Andiwilaga, 2018:64), explains that leadership style itself is a variety of behavioral patterns preferred by leaders in the process of directing and influencing workers.

Meanwhile, according to Thoha (Andiwilaga, 2018:65), leadership style is a behavioral norm used by someone when that person tries to influence other behavior.

According to Thoha (2010: 49) leadership style is a behavioral norm used by someone when that person tries to influence the behavior of other people as they see it. Various types of leadership styles include: a). Autocratic Leadership Style. b). Democratic Leadership Style. c). Permissive Leadership Style

## **2.3 Employee Performance.**

### **1. Understanding Performance.**

Performance is the result of a process that is referred to and measured over a certain period of time based on previously established provisions or agreements. According to Sutrisno (2016:172) "Performance is the result of employee work seen from the aspects of quality, quantity, working time and cooperation to achieve the goals set by the organization. (Mangkunegara 2017:67) "Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him." According to Fahmi (2017: 188) "Performance is the result of a process that is referred to and measured over a certain period of time based on previously established provisions or agreements."

From the known theories above, the researcher concluded that performance is a process or work result produced by employees through several aspects that must be passed and has stages to achieve it and aims to improve the employee's own performance. Therefore, performance is an important element in the progress and decline of an organization.

### **2. Factors that influence performance.**

Performance in an organization has different work standards depending on company policy. The factors that influence performance are developed from various perspectives. According to Prawirosento in Sutrisno (2016: 9), the factors that influence performance are as follows: 1). Effectiveness and Efficiency; 2). Authority and Responsibility; 3) Discipline; 4). Initiative”

According to Keith Davis in Mangkunegara (2012:13) there are two factors that influence performance, namely as follows: 1. Ability factors 2. Motivation factors.

### **3. Dimensions That Support Performance.**

Performance also has dimensions that can support employee performance in achieving organizational goals. Dimensions in this case have a strong influence on the object to be studied. If used properly, it can accelerate the achievement of organizational goals. According to John Miner in Fahmi (2017: 134), to achieve or assess performance, there are dimensions that become benchmarks, namely: 1. Quality, namely the level of errors, damage, accuracy. 2. Quantity, namely the number of jobs produced. 3. Use of time at work, namely the level of absenteeism, tardiness, effective working time/lost working hours. 4. Collaborate with other people at work.

### **4. Performance Indicators.**

In an organization there are performance indicators that can be a reference source for employee performance. According to Sedarmayanti (2014:198) "Performance indicators are quantitative and/or qualitative measures that describe the level of achievement of a predetermined target or objective. Performance indicators must be something that will be calculated and measured and used as a basis for assessing or viewing the level of performance, both in the planning, implementation, and completion and functioning stages of activities. As the key to implementing accountable governance, human resource management is a government priority.

According to Sedarmayanti (2014: 198) there are several requirements for performance indicators, namely as follows: 1) Specification and clarity, so that they can be understood and there is no possibility of interpretation errors. 2) Can be measured objectively, both quantitatively and qualitatively, namely: two or more measuring performance indicators have the same conclusion. 3) Relevant, must go through relevant objective aspects. 4) Achievable, important and must be useful to demonstrate the success of inputs, outputs, results, benefits, and impacts and processes. 5) Must be flexible and sensitive to changes/adjustments, implementation and results of activity implementation. 6) Effectively, data/information relating to the performance indicators in question can be collected, processed and analyzed at the available costs. From the explanation above, the researcher concluded that to achieve success, indicators are needed that support employee performance. This indicator plays an important role in implementing employee performance whether it will be optimal or whether there are still deficiencies in its implementation. This indicator is also a tool to achieve the organization's goals.

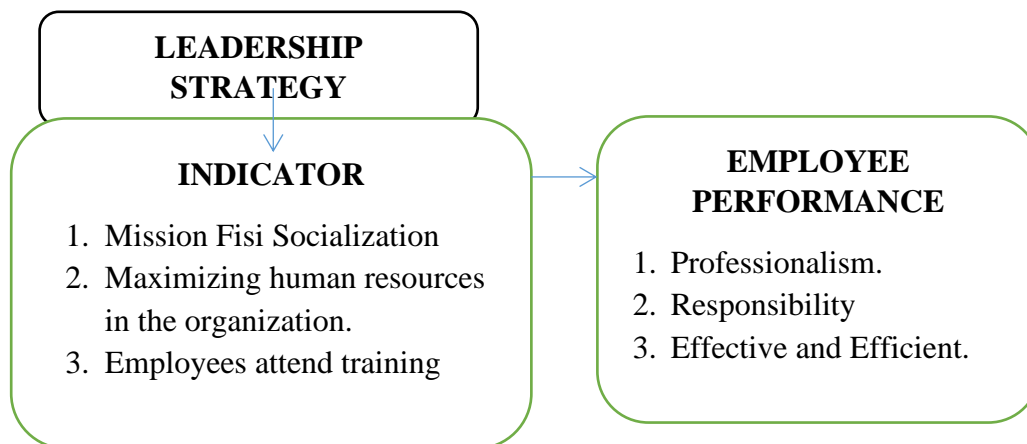
### **5. Employee Performance Evaluation.**

To achieve optimal performance, performance evaluation is required. Evaluation is carried out to find out how far the employee's performance has been carried out. According to Hamali (2016:110), there are eight performance evaluations, namely: a). Evaluator; Appraisers are employees who have the right and obligation to assess the appraised performance. The appraiser's rights and obligations to assess the performance of the appraised employee are generally determined by company regulations, job descriptions, and labor laws. b). Gather information; Gathering Information; Performance evaluation is the process of collecting information regarding assessed performance. Performance evaluation is part of research science, therefore the process of collecting information regarding assessed performance must be carried out using research or research science principles. c). Performance; Performance is the valued work output required by the workplace organization which can consist of work results, work behavior and personal traits that are related to work. d). Valued; Assessed is an employee assessed by an appraiser. Assessed is an employee, group of employees, or work team e). Documentation; Performance documentation is anything written to managers and supervisors in researching their subordinates that describes, evaluates and comments on what their subordinates do and how they do it in carrying out their duties or work. f). Comparing the Appraised Performance with the Standards of his superior is a measure, a benchmark for measuring the good or bad performance of the assessed employee. Performance evaluation is impossible to carry out without employee performance standards. g). Done periodically; Carried out periodically: The time for carrying out performance appraisals depends on the type of work and organization. Performance appraisals in marketing jobs, for example, are carried out routinely over a short period of time (sales targets, six months, and annually). h). HR management decision making results from work evaluation are; information regarding employee performance. This information is used to support decision making about the assessee.

Performance evaluation is only an intermediate goal and not the final goal. Good performance evaluation scores are used to give promotions, while poor performance is used to give demotions. From the explanation above, the researcher concluded that employee performance evaluation is very important to find out how far the employee has performed.

## 2.4 Framework of Thought.

To be able to provide clear boundaries for each concept and also simplify thinking about the problem to be studied, the author uses the following thinking concepts:



Source: Theoretical Foundations, 2021

Figure 1. Framework of Thought

## 3. METHOD

### 3.1 Types of research.

This research was conducted using a qualitative descriptive approach. Qualitative research is research that is descriptive and tends to use analysis. Process and meaning (subjective perspective) are more emphasized in qualitative research. The theoretical basis is used as a guide so that the research focus is in accordance with the facts in the field. (According to Saryono 2010).

### 3.2. Location and time of research

The research location which will later be used as the object of this research is the Siwalima Museum UPTD Office, Maluku Province and the time used to conduct the research is three months.

### 3.3 Data source

To obtain complete data, the data source is very important so that the research produces correct conclusions. Data sources according to Sutopo consist of sources (informants), events or activities, places or locations, objects, images and recordings, as well as documents.

In data collection, data collection procedures are used which consist of: 1). Primary Data is primary data, namely accurate data obtained from leaders, employees, staff at the UPTD Siwalima Museum office, Maluku Province. 2). Secondary data, namely secondary data, is data obtained by researchers indirectly, in the form of documents at the UPTD Siwalima Museum Office, Maluku Province.

### 3.4 Research Informant.

To obtain data for research purposes and to provide representative results, information is needed that can be understood and is related to the problem being researched. The information expected from informants is information that is in accordance with the theoretical framework and conceptual framework used by researchers. Thus, the role of research informants can be determined based on two conditions, namely: based on theory and based on the research problem. For this reason, informants in this research used purposive sampling techniques.

Purposive Sampling is a sample determination technique with certain considerations in Sugiyono, (2016: 85).

The informants in question are 5 people, including:

- a. Head of UPTD
- b. Head of Administration Sub-Division.
- c. Section Chief
- d. 2 employees

### **3.5 Data collection technique**

The techniques used to collect data in this research are interviews, observation and documentation.

### **3.6 Focus Description.**

To make this research easier, it is necessary to state the meaning of the concepts studied, namely:

1. Leadership Strategy is the ability of UPTD leaders to anticipate, maintain flexibility, think strategically, and work with subordinates to initiate changes that will create a better future for UPTD Siwalima Museum, Maluku Province.
2. Socialization of the Vision and Mission is Socialization of the vision and mission for employees, both internal and external, which are related to their duties so that employees can understand and help realize the Vision, Mission and Goals of UPTD Siwalima Museum, Maluku Province.
3. Employees take part in training is employee training to improve knowledge and skills.
4. Professionalism is how an employee can complete work responsibly, on time and with integrity.
5. Responsibility is employees carry out work with a full sense of responsibility
6. Effective and Efficient are Effective, focusing on achieving results or targets in accordance with those that have been set, while efficient is the best way to achieve a goal.

### **3.6 Data analysis technique.**

The analysis technique used in this research is the method of analyzing the data obtained. According to Miles & Huberman (1992: 16) analysis consists of three streams of activities that occur simultaneously, namely: data reduction, data presentation, drawing conclusions/verification.

## **4. Research Result**

### **4.1 Leadership Strategy.**

Leadership strategy is a plan or approach used by a leader to achieve certain goals in directing, motivating and managing a team or organization. It involves a combination of skills, attitudes, and actions directed at influencing others and achieving desired results. Each leadership strategy has certain strengths and weaknesses, and leaders often must adapt their approach depending on the situation, organizational culture, and needs of team members. The ability to select and implement appropriate leadership strategies is an important skill for effective leaders.

### **4.2 Vision and Mission Socialization.**

Socialization of vision and mission is an important process in introducing and strengthening understanding of the vision and mission of an organization to employees and related parties. Vision and Mission are statements that establish the goals, values and direction that an organization wants to achieve in the long term.

The Vision and Mission need to be conveyed clearly and easily understood by all members of the organization. Clear communication helps ensure that everyone has a uniform understanding of the organization's direction and goals.

Informants knew about the Vision and Mission of the Siwalima Museum, although some did not know about it through outreach. There are even employees who have worked for approximately fourteen years who have never been involved in the socialization of the Vision and Mission. In this regard, some activities are not fully in accordance with the objectives specified in the Vision and Mission. For this reason, the Vision and Mission of the Siwalima Museum must continue to be socialized to all employees.

#### **4.3 Maximizing Human Resources in Organizations.**

Maximizing human resources in an organization is the process of optimally managing and developing the potential, skills and contributions of the individuals who work in it. It involves various management strategies, policies and practices aimed at improving employee performance, productivity and satisfaction, as well as creating a work environment that supports their growth and well-being. In essence, this means organizations strive to exploit the full potential of their human resources to achieve organizational goals and maintain competitive advantage.

Human Resources greatly influence the performance of the Siwa Lima Museum, as well as other supporting resources. For this reason, the Siwa Lima Museum really needs Human Resources, to carry out the various activities it carries out, and the resources needed are quality resources that are able to carry out the various responsibilities given. And resources who are not qualified or cannot do the job well must be guided or given training, not left to continue not understanding the tasks given.

The obstacle in developing human resources is that the Siwa Lima Museum does not yet have human resources according to its needs, in fact lack of discipline is also an obstacle in developing human resources. Then there is a lack of attention from the leadership in looking at the problem of human resource development.

#### **4.4. Employees Participate in Training.**

"Employees Undertake Training" refers to the process in which employees of the Siwa Lima Museum are given the opportunity to take part in training programs or courses to improve their skills and knowledge in various fields related to their work.

The aim of this training program is to improve employee performance, develop new skills, and increase their understanding of the job or task at hand. It can also be a means to introduce employees to new technology, or the latest policies related to their work.

No training activities have been carried out for employees, but the activities carried out are technical guidance or technical guidance activities from each field, but do not involve all employees in that field.

#### **4.5 Employee Performance**

Employee performance is an evaluation of how effective and efficient an employee is in carrying out their duties and responsibilities in accordance with the standards set by the organization where they work. This performance assessment is usually based on several factors, including productivity, work quality, initiative, teamwork, interpersonal skills, compliance with policies and procedures, and achievement of predetermined targets or goals.

Employee performance assessments are generally carried out periodically, for example every year or every six months, and can involve evaluations from direct superiors, co-workers, or even from the employees themselves through a self-assessment process. The results of the performance appraisal are usually used to provide feedback to employees, plan career



development, provide rewards or incentives, and in some cases, identify areas where improvement is needed or provide sanctions.

It is important to note that fair and objective performance appraisals are essential. This requires a transparent assessment process, clear criteria, and open communication between employees and management. In addition, rewards and sanctions given should be in line with demonstrated performance, and support should be given to employees to improve their skills and performance.

**a. Professionalism.**

Professionalism is an attitude, behavior and mental attitude that reflects high standards in a person's work or profession. This involves a commitment to perform a task or job with high ethics, the necessary skills, and the utmost responsibility.

A professional is expected to have the relevant knowledge, technical skills, and expertise necessary to perform their duties well. They must also continuously update their knowledge according to developments in the field.

Employees do not have professionalism in their work because the leadership's attention is related to the uneven distribution of work, employees are not disciplined in entering and leaving the office and the leadership lacks attention in controlling employees.

**b. Effective and Efficient.**

Effectiveness and efficiency are two important concepts in the work environment that are often misunderstood or confused, but actually have significant differences.

Effectiveness refers to how well an action or activity achieves its stated goals. It focuses on achieving desired or expected results. An individual or organization is said to be effective if they succeed in achieving their goals in the right way.

Efficient on the other hand, relates to the use of available resources to achieve those goals. It concerns how well resources such as time, money, or labor are utilized to achieve desired results. An individual or organization is said to be efficient if they achieve their goals using the minimum amount of resources or in the most economical manner. In a work context, it is important to strike a balance between effectiveness and efficiency.

Every job that is done has a stipulated time or target time to do the work and have maximum results, but there are some employees who do not understand the work they are given so they have to wait for the leadership to ask questions and/or look for books that can provide guidance for them in completing the work so that the time specified for completing the task becomes incorrect.

**c. Responsibility**

Responsibility is a concept that encompasses a person's obligations, duties, or moral obligations toward themselves, others, or society in general. This includes awareness of the consequences of our actions and readiness to take responsibility for the impacts we have.

Personally, responsibility includes keeping commitments, carrying out the tasks we have undertaken, and acting in accordance with the values we hold. It also involves the ability to admit mistakes and take steps to correct or overcome problems as they arise.

In a social context, responsibility includes respect for the rights of others, compliance with applicable laws and regulations, and positive contributions to society. It involves respect, empathy, and cooperation with others for the common good.

Employees feel responsible for the work given to them and they are truly responsible for their duties in each field.

## 5. Conclusions and Recommendations

### Conclusion.

Based on the results of the analysis in chapter IV above, several conclusions in this research can be formulated as follows:

1. VM Socialization; The results of data analysis show that leaders have not maximally involved employees in VM socialization.
2. Human Resources; The results of data analysis show that Human Resources are not in accordance with needs and there is a lack of other supporting resources.
3. Attend training; The results of data analysis show that there are not yet optimal opportunities for employees to take part in training.
4. Professionalism; The results of data analysis show that there is a lack of employee professionalism in carrying out their work.
5. Effective and Efficient; The results of data analysis show that employees have not been effective and efficient in carrying out their responsibilities.

### Suggestion

From the conclusions stated above, several suggestions in this research were formulated, as follows:

1. In relation to VM socialization, it is hoped that leaders will carry out comprehensive VM socialization for employees so that they understand the purpose of the VM well.
2. It is hoped that there will be additional human resources in accordance with needs and training will be provided to develop professionalism at work.

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