

Analysis of Human Resource Management on Service Quality at Wonogiri Police (Case Study at Wonogiri Police Resort)

Deny Ariyadi

Faculty of Economy, Universitas Islam Sultan Agung, Semarang, Indonesia, E-mail: denyariyadi.std@unissula.ac.id

Abstract. *human resources are crucial for an organization. Beyond determining success, human resources in today's organizations are no longer merely a means of production but also a driving force and determinant of organizational activities. Human resources play a significant role in determining the progress or development of an organization. Therefore, organizational progress is also determined by the quality and capabilities of its human resources. Therefore, the author chose to use a qualitative research method to determine how to find, collect, process, and analyze the research data. This qualitative research can be used to understand social interactions, for example, through in-depth interviews, which will reveal clear patterns. According to Bogdan and Taylor (1975), as cited by Moleong (2013), qualitative methodology is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. a. Responsiveness is well-established. This is evident in the responsiveness of Wonogiri Police officers in providing needed services and resolving them quickly. Responding to all complaints related to public service issues contributes to good governance.*

Keywords: *Activities; Complaints; Crucial; Organizational.*

1. Introduction

Human resource management is a crucial focus in developing an organization to achieve competitive advantage. Human resources play a significant role in an organization. Human resources are strategically important to the organization. Human resource management should be viewed as an extension of the traditional view of managing people effectively. Therefore, knowledge of human behavior and the ability to manage it are required (Edy Sutrisno, 2009). The position of human resources is so important in a business that it determines the success or failure of the organization. No matter how large the building or capital used, or how well-thought-out the plans and strategies, all will be meaningless without the people who implement those plans. Human resource management is the science and art of managing the relationships and roles of the workforce, effectively and efficiently helping to achieve goals (Malayu SP Hasibuan, 2003).

However, the capabilities and knowledge possessed by human resources are essentially limited, so a strategic concept is needed in human resource management. The role of human resources emphasizes that people within an organization are the most important resource and also the company's largest investment. For human resources to play a strategic role, they must focus on long-term human resource issues and implications (Robert L. Mathis and Jhon H. Jackson, 2001). Human resources (HR) are one of the most focused areas in government implementation regarding readiness, number, education, and professionalism.

Because, in the implementation of good governance, especially in the implementation of Law Number 2 of 2015 concerning Regional Government, it is necessary to support the readiness of good state apparatus, as explained by Baridwan (2001). The government has paid great attention to efforts to improve the capabilities of the apparatus in carrying out their duties, namely providing the best possible service to the people according to their role as state servants and public servants. Human resources are one of the most strategic and fundamental factors in an organization. Compared to other factors, human resources are the most valuable asset. The role of human resources will greatly determine the success or failure of the organization in achieving its established vision and mission.

Therefore, human resources are crucial for an organization. Beyond determining success, human resources in today's organizations are no longer merely a means of production but also a driving force and determinant of organizational activities. Human resources play a significant role in determining the progress or development of an organization. Therefore, organizational progress is also determined by the quality and capabilities of its human resources. The higher the quality of human resources, the better their performance will be. Every organization needs to improve its human resources to achieve improved performance. A successful organization is one that demonstrates strong performance. Meanwhile, service delivery is considered to have experienced no significant improvement.

To ensure effective and optimal service delivery in each region, in 2008 the Minister of Home Affairs issued Regulation No. 20 of 2008 concerning guidelines for the organization and working procedures of integrated licensing services in the regions. This was intended to allow each region to establish its own agency to carry out licensing services according to the needs and circumstances of its respective regions. The provision of public services and development requires government officials with specific qualifications and capabilities. Efforts to appropriately place government officials must be made by considering the match between job demands and qualifications or capabilities. The level of capability and professionalism of existing government officials needs to be reassessed. Based on this, the quality of human resources can be improved in accordance with job demands and responsibilities through education and training.

Criticism of low service quality, limited capabilities, and pathological public bureaucracy is increasingly prevalent, especially in the era of free trade (Sulistiyani, 2003). In this era of globalization, every government organization is required to improve the quality of its human resources to be proactive in responding to change. Strategically improving the quality of human resources, particularly in terms of skills, motivation, development, and organizational management, is a key requirement in the era of globalization for achieving competitiveness and independence.

Public service is a tangible manifestation of the government's responsibility to meet the basic needs of the community (Sudrajat, 2023). The Wonogiri Police strive to provide quality public services. However, its implementation still shows room for improvement, particularly in the aspect of human resource (HR) management as the spearhead of service. HR management is a key factor in determining the quality of public services. Based on the results of initial observations conducted, HR management at the Wonogiri Police has been implemented, but has not yet reached an optimal level. Several problems identified include the absence of a clear incentive and disincentive system, the lack of ability of officers to analyze service needs, and weak aspects of professionalism, competence, empathy, and service ethics. This condition aligns with the findings of Henson (2023) who revealed that countries in Southeast Asia also face similar challenges in HR management, particularly in technology-based public services. The lack of adequate skills and training among officers is a factor impacting their inability to adapt to developments in science and technology (Prasodjo, 2020; Maulana et al., 2024).

To address these challenges, designing a commitment-oriented HR management system is crucial. Kim and Shin (2019) emphasized that implementing a commitment-based HR management system can improve organizational performance and social sustainability more effectively than systems that prioritize performance alone. Therefore, enhancing the competence, professionalism, and commitment of civil servants needs to be a primary focus in improving public services. Optimizing HR allocation is also an urgent need to enhance service effectiveness. Santhiapillai and Ratnayake (2020) emphasized the importance of assessing failure risks and establishing functional priorities in HR management in public institutions. A multicriteria analysis-based approach can help public organizations identify priority service needs more accurately and responsively to the public. Furthermore, developing performance indicators that encompass productivity, service quality, and accountability, as suggested by Arifin et al. (2023), is a crucial step in objectively measuring the effectiveness and efficiency of public services.

Furthermore, the quality of public services depends not only on the technical skills of civil servants but also on their professionalism, ethics, and integrity. Public service officials are expected to demonstrate a friendly, honest, prompt, and responsible attitude in serving the public (Sudrajat, 2023; Nasrun, Yahya, & Ali, 2025).

2. Research Methods

This study uses a qualitative research method. Based on the author's initial observations, the problem at hand is more suitable for qualitative research. A research method is a way to find solutions to various research problems. The problem being studied by the author is social and dynamic in nature. Therefore, the author chose to use a qualitative research method to determine how to find, collect, process, and analyze the research data. This qualitative research can be used to understand social interactions, for example, through in-depth interviews, which will reveal clear patterns. According to Bogdan and Taylor (1975), as cited by Moleong (2013), qualitative methodology is a research procedure that produces descriptive data in the form of written or spoken words from people and observable behavior. In this study, the author aims to obtain a clear and in-depth picture of human resource management regarding the quality of Wonogiri Police services, which is analyzed based on data, theories, and indicators used as references by the researcher.

3. Results and Discussion

3.1. Human resource management towards service quality at Wonogiri Police

The Indonesian National Police is a public organization that has the function and purpose of providing public services to the community. The role of the Indonesian National Police in carrying out its duties of serving the community can be seen from its high work ethic, ability to uphold bureaucratic ethics in carrying out its duties, and professionalism in providing services to the community. One effort to create a clean and authoritative Indonesian National Police is by improving public services which are the obligations of state apparatus to the community. Interaction between the Indonesian National Police and the community during the service process is a strategic event in building public trust in the Indonesian National Police. Because public satisfaction is an important component in building public trust. Therefore, the implementation of public services must be planned, monitored and controlled carefully.

Human resource management is a series of processes aimed at managing the workforce within an organization to effectively achieve its goals. This process includes recruitment, training, development, and performance evaluation. According to Dessler (2017), optimal human resource management can create superior performance in both the public and private sectors. Public services are all forms of services provided by the government or related institutions to meet the needs of the community. In the context of Religious Courts, public services include the prompt and fair resolution of legal cases. According to Moeheriono (2012), the quality of public services is influenced by the competence, transparency, and accountability of service providers.

Public service is a tangible manifestation of the government's responsibility to meet the basic needs of the community (Sudrajat, 2023). While improvements have been made to the human resource (HR) management of the Wonogiri Police, its implementation remains

suboptimal in supporting the improvement of public service quality. This study found that HR management still faces structural and functional challenges, ranging from mismatched employee placement with competency requirements to weak work motivation.

Public service is one of the main pillars in the implementation of a democratic state. The existence of excellent public services not only reflects the government's commitment to fulfilling the basic rights of citizens but also serves as an indicator of a country's success in creating justice, security, and public welfare (Sari & Subadi, 2023). In the Indonesian context, Law Number 25 of 2009 concerning Public Services explicitly mandates that every public service provider is obliged to provide quality, fast, easy, affordable, and accountable services (Tjahyono et al., 2023). This mandate aligns with the principles of good governance, in which responsiveness is a crucial element (Raha et al., 2024). Responsiveness refers to the ability of public institutions to respond to public needs, aspirations, and complaints, and to provide effective and timely solutions. One vital institution in the public service system in Indonesia is the Indonesian National Police (Polri). As guardians of public security and order, law enforcers, protectors, guardians, and servants of the community, the Indonesian National Police (Polri) plays a central role in ensuring a sense of security and justice. According to Rahmadiyah et al. (2024), Polri performance, particularly in the public service dimension, is a major focus. The public has high expectations of Polri's ability to respond quickly and effectively to every complaint, report, or request for assistance. The level of public trust in Polri is greatly influenced by the extent to which this institution is able to demonstrate responsiveness in carrying out its duties, especially in handling complaints (Kurniasih et al., 2022). Public complaints, whether related to criminal acts, violations, or individual behavior, are an important barometer for measuring the quality of police services.

The Resort Police (Polres), as the National Police's task force at the district/city level, has direct responsibility for providing services to the public within its jurisdiction. In this context, the Wonogiri Police, which operates in Wonogiri Regency and part of Wonogiri City, faces its own unique challenges and dynamics. Lahaling et al. (2023) noted that the Wonogiri region has diverse characteristics, ranging from urban and rural areas to industrial areas, with varying levels of population density and complexity of social problems. This means that the Wonogiri Police are required to be able to provide adaptive and responsive services to various types of complaints coming from a broad spectrum of the community. The phenomenon of public complaints about police performance is not new. Various studies and surveys indicate that challenges remain in efforts to improve the responsiveness of the National Police, including at the Polres level (Nurjanah & Utama, 2021). Complaints can vary significantly, covering various aspects of police duties and functions.

When public complaints, regardless of their nature, are not properly addressed or even ignored, the impact can be serious. The public loses trust in the police, which in turn can erode state legitimacy and fuel public dissatisfaction (Naufal & Siahaan, 2024). This situation

can worsen security and public order, as the public tends to be reluctant to participate in law enforcement efforts if they feel their voices are not heard or acted upon.

The importance of responsiveness in police public service is not only related to the fulfillment of community rights, but also impacts the effectiveness of the police work itself. Achmad (2025), Public complaints are often a valuable source of information regarding potential disturbances to public order and security, crime, or even internal weaknesses in the police system. By responding to complaints proactively, the Wonogiri Police not only resolve individual problems but can also identify crime patterns, evaluate internal performance, and take necessary corrective steps to prevent similar problems in the future. This is in line with the concept of "responsive police" or "police that serves," where the main focus is on community orientation and problem solving (Ulya & Purnaweni, 2025).

As stated by Khaeruman, Mukhlis, Bahits, and Tabroni (2024), the effectiveness of HR management depends heavily on the balance between an efficient organizational structure and sound individual performance management. In this context, identifying obstacles such as lack of training, unclear roles, and low motivation are aspects that must be addressed immediately. This aligns with the findings of Asrianto et al. (2025), who showed that low work motivation is often caused by the lack of a performance-based incentive and reward system, which ultimately negatively impacts employee productivity.

Observations indicate that the public service organizational structure at the Wonogiri Police Department has been established in accordance with applicable operational standards. This structure includes a division of duties and authorities that is administratively in accordance with regulations. However, in practice, human resource placement does not fully consider the match of competencies with job requirements. This is evident in the number of employees placed in strategic positions despite lacking relevant educational background or experience. The head of the career development subsection stated, "Some existing positions are filled solely based on urgent needs, without considering the employee's educational background or work experience."

This situation impacts service performance, particularly the speed and accuracy of public services. Observations indicate that certain service units experience delays in responding to public needs due to the inability of staff to effectively handle specific tasks. As a result, the public often has to wait longer or make multiple visits to resolve administrative matters. The gap between the existing formal structure and the human resource capacity to fill it is a major challenge in human resource management at the Wonogiri Police.

Therefore, developing a reward and incentive system is crucial. Salsabila et al. (2024) stated that fair and structured payroll system reform can not only increase work motivation but also significantly impact employee performance and create a more productive and competitive work environment. Furthermore, employee welfare is also a factor that cannot be ignored. According to Ainullah (2025), attention to employee benefits, facilities, and health aspects directly contributes to their loyalty and performance. Therefore, effective

human resource management at the Wonogiri Police requires a holistic approach, encompassing employee competency fulfillment, motivation, and welfare. Within the managerial function framework, according to Terry (2010), improvement efforts must include human resource planning based on needs analysis, effective organization, adaptive work program implementation, and ongoing performance monitoring. This strategy is crucial for public services to be more responsive, effective, and in line with public expectations.

Efforts can include human resource procurement and planning according to needs, human resource development through training, workshops, and other means, maintenance with attention to employee health, safety, and welfare, and optimal utilization of human resources for effectiveness and efficiency, thus avoiding wasteful use of resources. Optimal human resource management enables human resources to provide quality services to the public (Icha Tiara Devi Febrianti, 2022).

The government, through various policies and regulations, has attempted to encourage increased responsiveness in public services, including within the Indonesian National Police (Polri). Utom & Kusumastuti (2023) noted that the establishment of a public complaints unit, a dedicated hotline, an online complaints platform, and internal and external oversight mechanisms are steps that have been taken. Within the Indonesian National Police (Polri), the commitment to realizing a "Precise Police" (Predictive, Responsible, and Fair Transparency) also emphasizes the importance of responsiveness in every task implementation (Prasetyo et al., 2024). Research on the responsiveness of public services at the Wonogiri Police in handling public complaints is relevant and urgent. The results of this study are expected to provide valuable input for the Wonogiri Police in formulating policies and improvement strategies to enhance service quality, particularly in the aspect of complaint handling. Furthermore, this research can also contribute to the academic literature on police public services in Indonesia, particularly in the local context. By deeply understanding the dynamics of this responsiveness, it is hoped that the Wonogiri Police can be at the forefront in realizing excellent public services, building public trust, and ultimately, creating a safe, orderly, and just Wonogiri.

Complaints regarding service quality and procedures reveal that administrative processes within the police, including document processing and report handling, are often perceived as slow and cumbersome (Wahyuni, 2021). This situation creates public dissatisfaction, ultimately damaging the institution's image and reducing public participation in law enforcement. Therefore, transparency, easy access, and a friendly attitude from officers need to be continuously improved to ensure the public feels well served and simplify complex procedures.

Initial Response Speed and Confirmation: The First Step Toward Trust After public complaints are received through various channels, the crucial initial step is the speed of response and confirmation. Responsiveness is measured by how quickly an institution acts

upon receiving information (Alfiansyah, 2022). For Urgent Reports: In cases of crimes requiring immediate action, such as on-site robbery, assault, or serious traffic accidents, the speed at which the Wonogiri Police response team (e.g., patrol units or the Rapid Response Team) reaches the scene is a key indicator. Response time standards (Service Level Agreements/SLAs) must be clear and adhered to. Delays can escalate the situation, destroy evidence, or even endanger lives. For Non-Emergency Complaints, for complaints received through online platforms (such as Dumas Presisi) or other non-emergency channels, a quick initial response means the reporter has received confirmation of receipt of the complaint. This confirmation is crucial to ensure that the complaint has been recorded and is being processed.

3.2. Obstacles in human resource management regarding service quality at the Wonogiri Police

Human resources are productive individuals who work as drivers of an organization, whether within an institution or a company. They function as assets and therefore must be trained and their abilities developed. The general definition of macro human resources consists of two: macro human resources, namely the number of people of productive age in a region, and micro human resources in the narrow sense, namely individuals who work in an institution or company. Human resources refer to individuals who work in an organization with various capacities, skills, knowledge, and competencies that they possess. (Michael Armstrong & Stephen Taylor, 2020).

Human Resource (HR) management is a crucial aspect of any organization, including the police force. The Jember Police, as a law enforcement institution, faces a series of challenges in HR management that can impact performance and public service. In this context, various challenges must be identified and effective solutions must be found to improve organizational efficiency and effectiveness. HR is the most important asset in an organization. With effective HR management, we can achieve the goals of an organization. HR management (HR) itself is defined as the process of planning, organizing, directing, and controlling activities related to human resources to achieve organizational goals. One simple step that management can take in managing HR is creating a workforce plan (HRP). The following are the stages in HRP:

1) Collecting and Processing Organizational and Personnel Data

This stage involves gathering information related to various aspects of the company's environment to understand and analyze internal and external conditions. The data collected includes company targets, such as profit or service (non-profit), organizational type (line, line and staff, functional, or committee), departmental basis, organizational structure, and span of control within each department. This information is essential to assist the company in strategic planning and anticipating potential issues.

2) Job Analysis Preparation

Job Analysis Job analysis is the process of gathering detailed information about the duties, responsibilities, and characteristics of each job within an organization. This information is essential for understanding specific job requirements and ensuring that assigned responsibilities align with the position being filled. A good job analysis provides accurate data on required skills, education, and competencies, thus supporting organizational efficiency and effectiveness.

3) Employee Estimates and Inventories for Planning

This step involves evaluating the company's available human resources. Considerations include employee availability, skills, age, educational background, workforce distribution, and employment policies. This analysis aims to ensure that the existing workforce can meet the organization's short- and long-term needs.

The research results indicate that obstacles to human resource management include limited staff numbers and quality, minimal competency training, and a weak career development system. In terms of planning, budget constraints and the lack of human resource needs analysis result in suboptimal employee recruitment and placement processes. This aligns with the findings of Nugroho and Purbokusumo (2020), who emphasized that the readiness of key actors, including in HR planning and management, significantly impacts the effectiveness of digital government system implementation. In addition to planning, various issues were also identified in the organizational aspect. Weak staff capacity development results in the inability of the existing organizational structure to function effectively.

Most officials only perform routine administrative tasks. They lack the analytical skills needed to respond to changing community needs. This aligns with research by Hatala (2023), which states that a lack of ongoing training makes it difficult for village officials to respond to social dynamics and the demands of digital-based services. In terms of implementation, complaints from the public have been found regarding slow, unfriendly, and uncommunicative service delivery. The quality of interactions between officials and the public significantly impacts public satisfaction and trust in government agencies, therefore, communication skills and empathy must be a primary focus of human resource development programs (Halawa, 2019). From a supervisory perspective, the absence of a performance indicator-based evaluation system has weakened control over service quality. According to Edward, Adnan, and Khaidir (2024), implementing an indicator-based performance management system and transparency in evaluation are crucial for improving public service accountability. Furthermore, Rosidah, Kesumah, and Rizka (2023) emphasize the importance of transparency and accountability as key elements in preventing irregularities and addressing deficiencies in public services quickly and based on real data.

The Wonogiri Police Department's Human Resources Profile includes a number of human resources to support public services and law enforcement, including support staff. However,

the number of human resources remains limited compared to the ever-increasing workload. For example, the ratio of the number of cases to the number of judges indicates an urgent need for additional staff. The Wonogiri Police Department's Human Resources Management Strategy implements various human resources management strategies, such as regular training focused on improving legal and public service competencies, competency enhancement through certification, and routine performance evaluations. Furthermore, technology-based management has begun to be implemented, such as the use of service digitization to support administrative process efficiency.

The Relationship Between Human Resources and the Quality of Public Services The competence and performance of human resources directly influence the quality of public services. One senior member of the Wonogiri Police's Human Resources department stated, "The success of public services depends heavily on how we manage our human resources, especially in terms of training and competency development." This statement was reinforced by several members of the Wonogiri Police who stated that "with the training program, our staff can adapt more quickly to digital systems." The main obstacles and challenges in human resource management at the Wonogiri Police are limited budget for training, resistance to technological change, and the increasing number of cases to be resolved. In addition, the lack of human resources with specialized expertise in certain fields is a significant challenge.

Efforts to address human resource management challenges at the Wonogiri Police Department include strengthening needs-based planning, developing an adaptive organizational system, increasing the effectiveness of program implementation, and strengthening oversight mechanisms. In terms of planning, a comprehensive human resource audit is necessary to determine the number, competencies, and training needs of employees. The results of this audit should be used to develop a strategic and sustainable human resource development plan.

In terms of organization, HR management transformation is needed to strengthen employees' analytical and problem-solving skills. Need-based competency training is crucial. Fajriyani et al. (2023) emphasize the importance of technology-based training and work environment dynamics in improving public sector HR competency. Furthermore, Mustar and Setyodevi (2024) also demonstrate that strengthening interpersonal skills, such as communication and empathy, through professional training significantly impacts the effectiveness of public services. From an implementation perspective, a development strategy based on performance indicators and public feedback is necessary. Regular evaluations and the implementation of performance-based rewards and punishments must be carried out to build an accountable work culture. Fitrianti (2023) emphasizes that HR competency is a key asset in determining the performance of public organizations, and its development must be a strategic priority.

Finally, in terms of oversight, a sustainable and systematic evaluation mechanism needs to be established, including the development of performance indicators for officers and the strengthening of public complaint channels. The application of participatory principles in service evaluation, as suggested by Djaelani (2023), will accelerate improvements in service quality based on actual community needs. By implementing this holistic approach—including strengthening competencies, work motivation, welfare, and evaluation and accountability mechanisms—human resource management at the Wonogiri Police is expected to be more optimal in supporting the realization of high-quality, responsive, and community-satisfaction-oriented public services.

The strategy implemented for undisciplined members is to instill the police force's vision and mission so that members can remind them of the police force's vision and mission and how they can contribute to achieving it. This can also explain the purpose and benefits of existing police regulations. This way, members can feel part of the institution and have a sense of responsibility for their work. A disciplined work culture will help members develop intrinsic motivation, not just from being monitored or forced.

Leaders create a disciplined work culture. Preparing a workplace that fosters a disciplined work culture and adherence to regulations will motivate members to do the same. Furthermore, leaders provide rewards or sanctions. This right can provide rewards to disciplined members as a form of appreciation and motivation. Leaders can also impose sanctions on undisciplined members as a form of reprimand and learning. Rewards and sanctions must be given fairly, clearly, and consistently so that the community feels fair. The next strategy is to be a role model for members. As a leader, you must be an example for members in terms of work discipline. This will not only be easier for members to imitate but will also be passed down to the overall work culture.

This is because work culture is often a reflection of the leader's own idealism, Providing clear and firm feedback, If there are Members who violate discipline, be sure to provide an explanation of the error and what needs to be done to correct it. This needs to be done by superiors to ensure members act according to the rules that have been mutually agreed upon. In planning training and socialization of institutional regulations, the Police can overcome undisciplined Members by conducting socialization and training regularly and periodically. This is important to remind them of the rules that have been mutually agreed upon or based on the rules. The importance of continuously providing Member motivation to ensure Members also have enough motivation to comply with the rules, as well as consistency of action starting from enforcing the rules, implementing sanctions to providing appreciation for improvements that have been made.

4. Conclusion

Based on the research results and discussion above, the following conclusions can be drawn: 1. Regarding the Quality of Service of Wonogiri Police regarding Satisfaction, the following was obtained: a. Responsiveness is well-established. This is evident in the responsiveness of

Wonogiri Police officers in providing needed services and resolving them quickly. Responding to all complaints related to public service issues contributes to good governance. b. Assurance is working quite well. This is because the Wonogiri Police Department has implemented a competency-based approach in several areas and functions as a strategy for achieving successful personnel management, which can enhance the professionalism of human resources as a component of the bureaucracy. This allows employees to improve the quality of public services and further enhance work productivity in carrying out their duties and functions. c. Tangibility was deemed suboptimal due to the inadequate availability and sufficiency of service facilities and infrastructure, while the condition of these facilities and infrastructure is crucial for service quality. d. Empathy is working well. Human resource development at the Wonogiri Police has been proven to improve service quality through the communication skills of its members, creating a bureaucratic environment filled with humanity, which in turn leads to improved service quality. e. Reliability is not optimal. In reality, there are still disciplinary violations committed by employees, which can disrupt and hinder the quality of service at the Wonogiri Police. 2. Human resource management constraints on the quality of Wonogiri Police services include: a. Facilities and infrastructure. A lack of facilities and infrastructure hinders service quality, making government officials less efficient in carrying out their duties. With good and adequate facilities and infrastructure, employees will perform better. b. Employee indiscipline. Employee discipline is crucial for the performance of their duties and responsibilities. However, disciplinary violations still occur, disrupting and hindering the quality of service provided by the Wonogiri Police. This indiscipline stems from the continued violations of work discipline by some employees and a lack of awareness of the importance of discipline in the workplace.

5. References

Journals:

- Ainullah, M. 2025. Urgensi Pemeliharaan Tenaga Kerja di Lembaga Pendidikan. *Nazzama: Journal of Management Education*, 4(2), 62-72.
- Alawiya, N., Yuliantiningsih, A., Sudrajat, T., dan Sari, D. P. Y. P. 2013. Kebijakan Motivasi Kepegawaian Negeri Sipil (Analisis Materi Muatan Penentuan Nilai dan Kelas Jabatan Dalam Pemberian Motivasi). *Jurnal Dinamika Hukum*. Volume 13 Nomor 2 Mei 2013.
- Arianto, N., Patilaya, E. 2018. Pengaruh Kualitas Produk Dan Kelengkapan Produk Terhadap Keputusan Pembelian Produk Salt Dan Pepper Pada PT. Mitra Busana Sentosa Bintaro. *Jurnal KREATIF: Pemasaran, Sumberdaya Manusia dan Keuangan*, Vol. 6, No. 2.

- Arifin, Z., Hamsinah, H., & Ahmad, B. 2023. Public service performance: A case study in public information and public communication. Proceedings of the International Conference on Public Organization (ICONPO).
- Ayun, Qurrotu. 2011. Penilaian Kinerja (Performance Appraisal) pada Karyawan di Perusahaan. *Majalah Ilmiah Informatika*. Volume 2, Nomor 3.
- Basori, Miftahul Ainun Naim., Prahiawan, Wawan., Daenulhay. 2017. Pengaruh Kompetensi Karyawan Dan Lingkungan Kerja Terhadap Kinerja Karyawan Melalui Motivasi Kerja Sebagai Variabel Intervening (Studi Pada PT. Krakatau Bandar Samudra. *Jurnal Riset Bisni dan Manajemen Tirtayasa* Vol. 1 (2) November 2017 Hal. 149-157.
- Denhardt, J., & Denhardt, R. 2015. The new public service revisited. *Public Administration Review*, 75(5), 664–672.
- Edward, A. V., Adnan, M. F., & Khaidir, A. 2024) New public manajemen: studi kasus penerapan new public manajemen dalam organisasi publik di Indonesia. *Future Academia: The Journal of Multidisciplinary Research on Scientific and Advanced*, 2(2), 54-62.
- Endrian, O., & Lanin, D. 2022. The effect of work discipline, professionalism, and integrity of the state civil apparatus on the quality of public services. *Jurnal Ad Ministrare*, 9(1), 275– 284.
- Gustika, Roza. 2013. Pengaruh Motivasi Terhadap Kinerja Anggota Polri Polres Pasaman (Studi Kasus Anggota Polri yang Berpangkat BRIPDAS/DBRIPKA). *e-Jurnal Apresiasi Ekonomi*. Volume 1, Nomor 1, Januari 2013: 22-31.
- Kholijah, Siti Ritonga. 2013. Sistem Informasi Penilaian Kinerja Karyawan Menggunakan Metode Technique for Others References by Similiartytol Ideal Solution (TOPSIS). *PElita Informatika Budi Darma*, Volume.IV, No. 2.
- Widyastuti, Yeni. 2010. Pengaruh Persepsi Motivasi Pegawai, Motivasi Kerja dan Disiplin Kerja terhadap Kinerja Pegawai di Kantor Pelayanan Perbendaharaan Negara (KPPN) Percontohan Serang Provinsi Banten. *Jurnal Administrasi Publik*. Volume 1, No. 2.

Books:

- Ahmad Tanzeh dan Suyitno. 2006. *Dasar-Dasar Penelitian*. Surabaya: Elka.
- Ambar T. Sulistiyani dan Rosidah. 2003. *Manajemen Sumber Daya Manusia*. Yogyakarta: Cetakan Pertama. Penerbit Graha Ilmu.
- Barata, A. A. 2003. *Dasar-Dasar Pelayanan Prima*. Jakarta: PT. Elex Media Komputindo.
- Baridwan, Zaki. 2001. *Sistem Akuntansi*. Yogyakarta: Cetakan Keempat, BPFE UGM.

- Deny, Wilson. 2012. *Manajemen Sumber Daya Manusia*. Jakarta: Erlangga.
- Dito, Anoki H. 2010. *Pengaruh Kompensasi terhadap Kinerja Karyawan PT. Salamet Langgeng Purbalingga dengan Motivasi Kerja sebagai Variabel Intervening*. Skripsi. Semarang: Universitas Diponegoro.
- Edy, Sutrisno. 2009. *Manajemen Sumber Daya Manusia*. Jakarta: Kencana Prenada Media Group.
- Ghozali, Imam. 2005. *Aplikasi Analisis Multivariate dengan Program SPSS*. Semarang: BP Universitas Diponegoro. Semarang.
- Gomes, Faustino Cordoso. 2005. *Manajemen Sumber Daya Manusia*. Yogyakarta: Andi Offset.
- Haryono, Siswoyo, 2004. *Metodologi Penelitian Bisnis*. Unanti, Palembang.
- Herdiansyah, Haris. 2010. *Metode Penelitian Kualitatif untuk Ilmu-ilmu Sosial*. Jakarta: Salemba Humanika.
- Imam, Wahjono. 2008. *Manajemen Sumber Daya Manusia*. Salemba Empat.
- Kriyantono, Rachmat. 2006. *Teknik Praktis Riset Komunikasi*. Jakarta: Kencana Prenada Media Group.
- Kurniadi, Fajar. 2012. *Pengaruh Kompensasi dan Motivasi terhadap Kinerja Karyawan di Apotek Berkah Bandung*: Universitas Widyatama.
- Mulyana, Dedy. 2006. *Teknik Praktis Riset Komunikasi*. Jakarta: Kencana Prenada Media Group.
- Muryanto, Eko. 2011. *Pengaruh Kompensasi terhadap Kinerja dengan Motivasi Kerja sebagai Variabel Moderating (Studi pada Kantor Pengawasandan Pelayanan Bea dan Cukai Tipe Madya Se-Jawa Tengah dan Daerah Istimewa Yogyakarta)*. Surakarta: Universitas Sebelas Maret.
- Nasution. 2004. *Manajemen Jasa Terpadu*. Jakarta: Indonesia Ghalia.
- Pasuraman, dan Wijaya Tony. 2011. *Manajemen Kualitas Jasa*. Jakarta: Salemba Empat.
- Risnita, 2012. *Pengembangan Model Skala Likert*. Edu-Bio. Vol. 3, Tahun 2012. Rivai, Veithzal, 2006. *Manajemen Sumber Daya Manusia untuk Perusahaan: dari Teori Ke Praktik*. Edisi Pertama. Jakarta: PT. Raja Grafindo Persada.
- Robert L. Mathis dan Jhon H. Jackson. 2001. *Manajemen Sumber Daya Manusia: Human Resource Manajemen*. Jakarta: Salemba Empat.

Sutrisno, H. Edy. 2009. Manajemen Sumber Daya Manusia. Edisi Pertama. Jakarta: Kencana Media Group

Suyanto, Bagong. 2005. Metode Penelitian Sosial. Jakarta: Kencana Pranada Media Group.

Tahar, Ilham. 2012. Kajian Sistem Motivasi Berbasis Kinerja (Studi Kasus Pada Bank Indonesia). Tesis. Universitas Indonesia. Jakarta.

Tjiptono, Fandy. 2005. Strategi Pemasaran. Edisi Kedua. Yogyakarta: Andi Offset.

Yun, C.Z., Yong, Y.W., Loh, L. 2003. The Quest For Global Quality. Jakarta: Pustaka Delapratasa

Zulian, Yomit. 2010. Manajemen Kualitas Produk & Jasa, Vol. Edisi Pertama. Yogyakarta: EKONISIA.