



The Influence of Recruitment Policy, Psychological Support, and Job Satisfaction on Civil Servant Retention at the Attorney General's Office

Ratri Ismawati^{1*}, Dudung Hadiwijaya², Imam Muttaqijjin³
Program Magister Manajemen, Universitas Muhammadiyah Tangerang, Jl. Cikokol
Tangerang, Indonesia

Email: ¹⁾ afandut7812@gmail.com *, ²⁾ dhadiwijaya7@gmail.com , ³⁾ imammuttaqijn@gmail.com

*) Corresponding Author

How to Cite :

Sholihah, M.H., Tjaraka, H. (2024). The Influence of Recruitment Policy, Psychological Support, and Job Satisfaction on Civil Servant Retention at the Attorney General's Office. EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 12(1). doi: <https://doi.org/10.37676/ekombis.v12i2>

ARTICLE HISTORY

Received [29 November 2023]

Revised [19 March 2024]

Accepted [05 April 2024]

KEYWORDS

Recruitment Policy,
Psychological Support, Job
Satisfaction, Retention

*This is an open access article
under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license*



ABSTRACT

This research aims to analyze and determine the influence of recruitment policy, psychological support factors, and job satisfaction on the retention of civil servants (ASN) at the Attorney General's Office. The research employs an explanatory research design with a quantitative approach, and the population includes all ASN employees at the Attorney General's Office, with a sample size of 100 employees. Data collection utilizes a survey method, and questionnaires are distributed to ASN employees at the Attorney General's Office. Multivariate statistical methods are employed for data analysis, revealing that transparent and competence-oriented recruitment policies have a positive impact on ASN retention. Additionally, psychological support provided by superiors and colleagues proves to significantly enhance ASN retention. On the other hand, job satisfaction among ASN employees plays a crucial role in influencing decisions to remain in the institution. This research provides a deeper understanding of the factors affecting ASN retention at the Attorney General's Office. The findings contribute to the development of more effective human resources policies and assist the institution in retaining and enhancing the potential of qualified ASN. These results are expected to serve as a reference for the Attorney General's Office and other researchers interested in the field of human resource management in the government sector.

INTRODUCTION

Human Resource Management (HRM) in the government sector is inevitable in efforts to maintain the stability, effectiveness, and sustainability of government institutions (Yanuarti et al.,

2020). Amid the continuous dynamics of change in the government working environment, the retention of Civil Servants (ASN) plays a crucial role in maintaining the continuity and performance of these institutions (Fakaubun, 2020). The loss of experienced and qualified ASN can lead to significant losses for the government, especially in the smooth implementation of public services and public policies (Yusuf et al., 2021).

The Attorney General's Office, as an institution with a strategic role in law enforcement, heavily relies on the competence, dedication, and loyalty of ASN (Sedarmayanti, 2012). The success of the Attorney General's Office in carrying out its tasks, such as prosecuting criminal acts, legal protection, and advocating public interests, is highly determined by the quality of ASN within it (Fiaturrahman, 2023). Therefore, understanding the factors that influence ASN retention at the Attorney General's Office is highly relevant and urgent.

One of the factors known to affect ASN retention is the recruitment policy implemented by government institutions (Dewi, 2020). Transparent, objective, and competence-oriented recruitment policies tend to increase ASN's trust in the institutions they work for (Utamy et al., 2020). This can have a positive impact on ASN's willingness to stay in the organization. In addition, the psychological support provided by superiors and colleagues also plays a key role in shaping ASN's perceptions and well-being (Ratnasari & Robandi, 2022). This support can include motivation, problem-solving, and psychologically-oriented career mentoring (Alexander & Bloom, 2023). ASN job satisfaction is also a relevant factor, as job dissatisfaction can be a primary reason for ASN to seek opportunities outside the organization (Alwi & Suhendra, 2020).

This research aims to systematically and comprehensively examine the influence of these factors, namely recruitment policy, psychological support, and job satisfaction on ASN retention at the Attorney General's Office. A comprehensive analysis of these factors will provide clearer insights into how government institutions can enhance ASN retention, optimize organizational performance, and fulfill their public service goals.

The results of this research are expected to provide guidance to the Attorney General's Office to improve their HRM practices, enhance organizational sustainability, and retain high-quality ASN. Additionally, the findings of this research can contribute to the general understanding of the factors influencing ASN retention in the context of the government sector.

LITERATURE REVIEW

The theoretical study is a key stage in understanding the conceptual foundation of this research. In the context of "Analysis of the Influence of Recruitment Policy, Psychological Support, and Job Satisfaction on Civil Servant Retention at the Attorney General's Office," several relevant concepts and theories will help explain the relationships between these variables.

Civil Servant Retention

Civil servant retention refers to the government institution's capacity to keep Civil Servants (ASN) for an extended period (Sobandi, 2019). This has a significant impact because the experience and competence of ASN who stay in the organization can provide stability and continuity in public services (Muhartono, 2020). As a concept, ASN retention is essential for achieving the sustainability and optimal performance of government institutions (Ludin et al., 2023).

Social Exchange Theory

The Social Exchange Theory is relevant in explaining the phenomenon of ASN retention. This theory emphasizes that individuals decide to stay in an organization based on their perceptions of the benefits they receive from it (Mighfar, 2015). In the context of ASN retention at the Attorney General's Office, these benefits include factors such as fair recruitment policies, psychological support, and job satisfaction (Sarinah & Aziz, 2010). The Social Exchange Theory provides a deeper understanding of the dynamic interaction between individual ASN and the

organization, explaining how these factors influence ASN decisions to continue their careers in the institution (Halim, 2021).

By detailing elements such as recruitment policy, psychological support, and job satisfaction, this research can provide further insights into how these factors are interrelated and affect ASN retention. A deeper understanding of these dynamics can serve as a basis for improving human resources policies and management strategies at the Attorney General's Office, ensuring the sustainability and effectiveness of this institution in delivering quality public services.

Recruitment Policy

Recruitment policy, as a system, encompasses a series of procedures and practices designed to identify, recruit, and select individuals to become Civil Servants (ASN) in government agencies (Putranto et al., 2022). The importance of transparent, fair, and competence-focused recruitment policies not only affects the selection process but also impacts the trust instilled in ASN in the overall recruitment system (Kadarisman, 2018).

Organizational Trust Theory

The Organizational Trust Theory states that an individual's level of trust in the organization where they work can influence their decision to stay in that environment (Faturahman, 2018). In the context of recruitment policy, fairness and transparency principles play a key role in building and maintaining ASN's trust in the Attorney General's Office (Rudiansyah, 2021). The sustainability and effectiveness of an organization depend significantly on how much ASN feel confident and can rely on the recruitment process they experience (Gofur & Soediantono, 2022).

The role of fair and transparent recruitment policies goes beyond their direct impact on ASN's trust; it also affects their willingness to stay in the organization (Rosmiati et al., 2019). Certainty that the recruitment process is conducted with integrity and objectivity can provide additional confidence to ASN to continue their contributions to the Attorney General's Office (Diniarsa & Batu, 2023). Thus, the role of recruitment policies not only fulfills technical functions in selecting individuals but also shapes the essential foundation of trust for ASN retention in the long term (Youhanita et al., 2022).

Psychological Support

Psychological support from superiors and colleagues significantly impacts the well-being and retention of Civil Servants (ASN) (Widiantoro et al., 2019). The Social Support Theory provides insight into explaining this close relationship (WELSYA CAHYANI, n.d.). This theory suggests that individuals who perceive psychological support from the work environment tend to have higher job satisfaction levels and a greater desire to stay in the organization (Asrar & Taufani, 2022).

In the context of the Social Support Theory, forms of psychological support acceptable to ASN include motivation, problem-solving, and emotional support from superiors and colleagues (Pradini et al., 2020). Superiors who provide motivational encouragement, assist in problem-solving, and show emotional concern can create a conducive work environment for the mental and emotional well-being of ASN (Novendra et al., 2021). This, in turn, contributes to job satisfaction and the intention to stay in the organization (Rapikah & Nurjannah, 2021).

Psychological support not only creates a healthy work environment but also has a direct impact on ASN retention (Kurniawan & Eva, 2020). When ASN feel psychologically supported, they tend to be more emotionally attached to the organization (Utami, 2018). Mental well-being supported by psychological support can also reduce fatigue and stress levels, which, in turn, increase the desire of ASN to continue contributing in their work environment (Budiarti & Hanoum, 2019).

To improve ASN retention, it is crucial for the Attorney General's Office not only to focus on fair recruitment policies but also to strengthen psychological support aspects in the work

environment (Tesmita, 2022). Training for superiors in providing effective support and creating an organizational culture that promotes positive psychological support can be a strategic step. Thus, the Attorney General's Office can create a supportive work environment, ultimately strengthening ASN retention in the long term.

Job Satisfaction

Job satisfaction, reflecting individuals' satisfaction levels with their work, is a crucial aspect of understanding organizational dynamics. The Job Satisfaction Theory has been a widely used framework to identify factors influencing individual job satisfaction (Sunarta, 2019). This theory highlights that key factors such as recognition, rewards, working conditions, and social support can significantly impact an individual's job satisfaction level.

Recognition of individual contributions, appreciation for achievements, and supportive working conditions are prominent elements in the Job Satisfaction Theory. When ASN feel that their contributions are recognized and appreciated, work in adequate conditions, and receive positive social support, their job satisfaction levels increase (Sutrisno et al., 2022). High job satisfaction, in turn, provides motivation for ASN to consider staying in the organization.

The importance of job satisfaction in the context of ASN retention cannot be ignored. ASN with high job satisfaction tend to have a strong emotional attachment to the organization (Harahap & Khair, 2019). In the framework of the Job Satisfaction Theory, job satisfaction is not only about individual happiness but also critical factors contributing to the sustainability and effectiveness of the organization.

Therefore, the Attorney General's Office needs to understand the factors influencing ASN job satisfaction and take steps to improve it. This may involve implementing clear recognition and reward policies, attention to working conditions, and the development of an organizational culture that promotes positive social support. By understanding and improving ASN job satisfaction, the Attorney General's Office can create a supportive work environment, ultimately strengthening ASN retention in the long term.

By integrating these theories, this research aims to analyze how recruitment policy, psychological support, and job satisfaction contribute to Civil Servant (ASN) retention at the Attorney General's Office. In this context, these factors are understood as key elements shaping ASN perceptions of the organization where they work, influencing their decisions to stay, and ultimately impacting the sustainability and performance of this government institution.

METHODS

Research Methodology

The research methodology employed in this study aims to collect necessary data to analyze the influence of recruitment policy, psychological support, and job satisfaction on ASN retention at the Attorney General's Office. The research follows the steps below:

Research Design

This study utilizes an explanatory research design with a quantitative approach. The quantitative approach is used to measure the extent to which independent variables (recruitment policy, psychological support, and job satisfaction) influence the dependent variable (ASN retention). Data is collected through questionnaires distributed to respondents at the Attorney General's Office.

Population and Sample

The population in this study comprises all ASN working at the Attorney General's Office. Due to time and resource limitations, simple random sampling is employed to select respondents. The sample size must be sufficiently large to yield representative results. Samples are drawn from various units within the Attorney General's Office, with a total of 100 employees.

Research Instrument

The research instrument used is a specifically designed questionnaire to measure variables in this study. The questionnaire consists of relevant questions regarding recruitment policy, psychological support, job satisfaction, and ASN retention. Before use, the questionnaire undergoes validity and reliability tests to ensure accuracy.

Data Collection

Data is collected by distributing questionnaires to respondents. Data collection procedures ensure the confidentiality of responses to make respondents comfortable in providing feedback. Additionally, researchers provide information about the research's objectives and how to complete the questionnaire to respondents.

Data Analysis

Collected data will be analyzed using various statistical analysis techniques. Several analysis techniques to be employed include regression analysis to measure the relationship between independent variables (recruitment policy, psychological support, and job satisfaction) and the dependent variable (ASN retention).

RESULTS

The results of this research reflect an analysis of the influence of recruitment policy, psychological support, and job satisfaction on the retention of Civil Servants (ASN) at the Attorney General's Office. Data obtained from respondents at the Attorney General's Office provide valuable insights into the factors influencing ASN retention in the context of this government institution.

Influence of Recruitment Policy

Table 01. Regression Test (Influence of Recruitment Policy on ASN Retention)

ANOVA	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Sig F</i>
Regression	1	3206,406	3206,406	79,87117	0,0000
Residual	98	3934,184	40,14473		
Total	99	7140,59			

From Table 01, it is evident that the data analysis results show that transparent and competence-oriented recruitment policies significantly positively influence ASN retention at the Attorney General's Office, as evidenced by the significance value of 0.0000. This indicates that ASN are more likely to stay in the organization if they perceive the recruitment process as fair and objective. ASN's trust in the integrity of the recruitment policy also contributes to their desire to continue their careers in the Attorney General's Office.

Influence of Psychological Support on ASN Retention

Table 02. Regression Test (Influence of Psychological Support on ASN Retention)

ANOVA	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Sig F</i>
Regression	1	4678,008	4678,008	186,1642	0,0000
Residual	98	2462,582	25,12839		
Total	99	7140,59			

From Table 02, it can be seen that psychological support provided by superiors and colleagues plays a crucial role in enhancing ASN retention, as indicated by the significance value of 0.000. Respondents who feel psychologically supported by their work environment have a higher retention rate than those who feel less supported. This psychological support includes aspects such as motivation, career guidance, and psychologically-oriented problem-solving. These results affirm that the quality of interpersonal relationships in the workplace directly impacts ASN retention.

Job Satisfaction and ASN Retention

Table 03. Regression Test (Influence of Job Satisfaction on ASN Retention)

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Sig F</i>
Regression	1	2539,076	2539,076	54,07554	0,0000
Residual	98	4601,514	46,95423		
Total	99	7140,59			

From Table 03, it is apparent that job satisfaction also plays a significant role in influencing ASN retention, as evidenced by the significance value of 0.000. Respondents reporting high job satisfaction are more likely to stay in the organization. Factors contributing to job satisfaction include recognition, rewards, supportive working conditions, and perceptions of career opportunities at the Attorney General's Office.

Relationship Between Variables

Table 04. Multiple Regression Test (Influence of Recruitment Policy, Psychological Support, and Job Satisfaction on ASN Retention)

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	3	4889,825	1629,942	69,52052	0,0000
Residual	96	2250,765	23,44547		
Total	99	7140,59			

From Table 04, further analysis indicates a positive relationship between recruitment policy, psychological support, and job satisfaction with ASN retention, as evidenced by the significance value of 0.000. This means that these factors collectively influence the intention of ASN to continue their careers at the Attorney General's Office. These results underline the importance of a holistic approach in human resource management to improve ASN retention.

This research has demonstrated that transparent recruitment policies, strong psychological support, and high job satisfaction have a positive impact on ASN retention at the Attorney General's Office. These findings provide valuable insights to the Attorney General's Office and other policymakers in developing strategies to enhance ASN retention and performance. Implementing fair and competence-oriented recruitment policies, improving psychological support, and addressing job satisfaction can be concrete steps toward achieving these goals. Thus, this research makes a significant contribution to efforts to sustain and enhance the effectiveness of the Attorney General's Office in law enforcement and public service.

Discussion

The in-depth discussion of this research focuses on the influence of factors such as recruitment policy, psychological support, and job satisfaction on the retention of Civil Servants

(ASN) at the Attorney General's Office. The research results offer relevant insights into understanding and improving ASN retention in this government institution.

Influence of Recruitment Policy

Based on the results of the conducted research, it can be concluded that transparent and competence-oriented recruitment policies have a significantly positive influence on ASN retention at the Attorney General's Office. This is evidenced by the significance value (sig) of 0.0000, indicating that the recruitment policy has a highly significant impact on ASN retention.

ASN who perceive that the recruitment process they undergo is fair and objective tend to be more satisfied with their jobs. This is because they feel they have been selected based on their abilities and competencies, not due to unrelated factors. High job satisfaction motivates ASN to remain committed to the organization.

Moreover, ASN's trust in the integrity of the recruitment policy contributes to their desire to continue their careers at the Attorney General's Office. ASN who believe that the recruitment policy at the Attorney General's Office is fair and objective tend to feel more confident about their future in the organization. This motivates them to continue working at the Attorney General's Office and advance their careers.

Therefore, the Attorney General's Office needs to ensure that its recruitment policy is transparent and competence-oriented. This can be achieved by implementing clear and standardized recruitment procedures, emphasizing competency aspects in the recruitment process. By implementing a transparent and competence-oriented recruitment policy, the Attorney General's Office can enhance ASN retention and create a positive work environment.

The importance of a transparent and competence-oriented recruitment policy is evident in this research. Respondents who reported that the recruitment process at the Attorney General's Office is fair and objective are more likely to stay in the organization. Trust in the integrity of the recruitment policy is a key factor in enhancing ASN's intention to pursue a career at the Attorney General's Office. These results highlight the importance of ensuring that the recruitment process within the organization is transparent, objective, and competency-focused to support ASN retention.

The Attorney General's Office should consider evaluating and improving its recruitment policies. This may include adopting more open recruitment processes, using clear selection criteria, and providing constructive feedback to applicants.

Psychological Support and ASN Retention

Based on the results of the conducted research, it can be concluded that psychological support provided by superiors and colleagues has a significantly positive influence on ASN retention at the Attorney General's Office. This is evidenced by the significance value (sig) of 0.000, indicating that psychological support has a highly significant impact on ASN retention.

ASN who feel psychologically supported by their work environment tend to be more satisfied with their jobs. This is because they feel valued and cared for by their colleagues and superiors. High job satisfaction motivates ASN to remain committed to the organization.

Additionally, psychological support can help ASN cope with stress and work pressure. ASN who feel psychologically supported will feel more confident and capable of facing challenges in their work. This motivates them to continue working in the organization.

Therefore, the Attorney General's Office needs to ensure that the work environment is conducive to providing psychological support to ASN. This can be achieved by implementing a positive and supportive work culture, as well as providing training for superiors and colleagues to offer psychological support to ASN. By implementing psychological support in the work environment, the Attorney General's Office can enhance ASN retention and create a positive work environment.

Psychological support provided by superiors and colleagues plays a significant role in increasing ASN retention. Respondents who feel psychologically supported by their work environment tend to have a higher retention rate. This indicates that factors such as motivation, career development, and psychologically-oriented emotional support have a positive impact on ASN's intention to stay in the organization. Therefore, efforts to improve psychological support in the workplace can be an effective strategy to strengthen ASN retention.

The Attorney General's Office needs to promote a supportive and motivating work culture. Training for managers and superiors on the importance of psychological support and the development of leadership skills that reinforce this aspect can be beneficial.

Job Satisfaction and ASN Retention

The results of this research also confirm the importance of job satisfaction in influencing ASN retention. Respondents who reported high levels of job satisfaction are more likely to stay in the organization. Factors including recognition, rewards, supportive working conditions, and perceptions of career opportunities at the Attorney General's Office positively impact ASN job satisfaction. Improving ASN job satisfaction can be a crucial strategy in extending ASN careers at the Attorney General's Office.

The Attorney General's Office needs to understand the factors influencing ASN job satisfaction and find ways to improve working conditions, provide fair recognition, and create clear career opportunities for ASN.

Based on the results of the conducted research, it can be concluded that job satisfaction plays a significant role in influencing ASN retention at the Attorney General's Office. This is evidenced by the significance value (sig) of 0.000, indicating that job satisfaction has a highly significant impact on ASN retention.

Respondents who report high job satisfaction are more likely to stay in the organization. This is because job satisfaction can provide several benefits to employees, such as increasing motivation and performance, reducing stress and employee turnover, improving employee productivity, and creating a positive work environment.

Factors contributing to job satisfaction include recognition, rewards, supportive working conditions, and perceptions of career opportunities.

Recognition and rewards are crucial for every employee. Employees who feel recognized and appreciated for their work will feel more motivated and enthusiastic about their work.

Recognition and rewards are essential for every employee as they can provide a sense of appreciation and acknowledgment for their work. This can increase employee motivation and enthusiasm, making them more eager to complete tasks and achieve organizational goals.

Employees who feel recognized and appreciated will feel that their hard work and dedication have been valued by the organization. This can boost employees' confidence and self-esteem, making them more motivated to work better. Additionally, recognition and rewards can also encourage employees to continue learning and developing, enabling them to make a greater contribution to the organization.

Supportive working conditions can also have a positive impact on job satisfaction. Employees working in a comfortable and safe environment will feel more at ease and productive in their work.

Employees who feel recognized and appreciated will feel that their hard work and dedication have been valued by the organization. This can boost employees' confidence and self-esteem, making them more motivated to work better. Additionally, recognition and rewards can also encourage employees to continue learning and developing, enabling them to make a greater contribution to the organization.

Perceptions of career opportunities can also be a factor influencing job satisfaction. Employees who feel they have good career opportunities within the organization will feel more motivated to stay in the organization.

Employees who feel they have good career opportunities within the organization will feel that they have the chance to develop their careers and achieve their goals. This can increase employees' confidence and motivation, making them more enthusiastic about their work.

Moreover, perceptions of good career opportunities can also make employees feel more secure and comfortable in their work. Employees will feel that they have a bright future in the organization, making them more motivated to stay in the organization.

Relationship Among Variables

Based on the results of the conducted research, it can be concluded that recruitment policies, psychological support, and job satisfaction collectively have a significantly positive influence on ASN retention at the Attorney General's Office. This is supported by the significance value (sig) of 0.000, indicating that these three factors have a highly significant impact on ASN retention.

ASN who feel that recruitment policies at the Attorney General's Office are transparent and competence-oriented, feel psychologically supported by their work environment, and are satisfied with their jobs will have a higher retention rate than those lacking these three factors.

These results emphasize the importance of a holistic approach in human resource management to enhance ASN retention. The Attorney General's Office needs to address these three factors simultaneously to improve ASN retention.

Data analysis indicates a positive relationship between recruitment policies, psychological support, job satisfaction, and ASN retention. This suggests that these variables collectively influence ASN's intention to pursue a career at the Attorney General's Office. In the context of human resource management, a holistic approach encompassing these three factors can help improve ASN retention and, in turn, strengthen organizational performance and stability.

Human resource management at the Attorney General's Office should consider a holistic approach in managing ASN. Integrating fair recruitment policies, strong psychological support, and strategies to enhance job satisfaction can be an effective strategy to improve ASN retention.

CONCLUSION

This discussion provides a comprehensive overview of how factors such as recruitment policies, psychological support, and job satisfaction contribute to ASN retention at the Attorney General's Office. By understanding the strong relationships among these variables, the Attorney General's Office can take concrete steps to enhance their human resource management, including strengthening recruitment policies, improving psychological support, and creating a more satisfying work environment. This will not only support better ASN retention but also enhance the performance and effectiveness of the organization in carrying out its crucial tasks in law enforcement and public service.

Limitations

While this study sheds light on the influential factors of recruitment policies, psychological support, and job satisfaction on ASN retention at the Attorney General's Office, it is essential to acknowledge certain limitations that may impact the generalization and application of the findings:

1. **Contextual Specificity:** The research is focused on the context of the Attorney General's Office, and the findings may not be universally applicable to other government agencies or private organizations. The unique organizational culture and structure of the Attorney General's Office could limit the generalizability of the results.
2. **Cross-Sectional Nature:** The study employs a cross-sectional design, capturing a snapshot of the relationships at a particular point in time. Longitudinal studies could provide a more in-depth understanding of how these variables evolve over time and their sustained impact on ASN retention.

3. Self-Report Bias: The data collected relies on self-reported responses through questionnaires. This introduces the possibility of respondents providing socially desirable answers or inaccurately representing their experiences, affecting the reliability of the data.
4. Limited Sample Size: The study utilizes a sample of 100 employees from various units within the Attorney General's Office. While efforts were made to ensure representativeness, the sample size might restrict the generalizability of the findings to the entire organization.
5. Quantitative Emphasis: The research predominantly adopts a quantitative approach, emphasizing statistical relationships. Qualitative insights could offer a richer understanding of the nuanced experiences and perceptions of employees regarding the studied variables.

REFERENCES

- Alexander, D., & Bloom, G. A. (2023). Exploring coaches' experiences and perceptions of a virtual parasport coach mentorship program. *Psychology of Sport and Exercise*, 64, 102303. <https://doi.org/10.1016/j.psychsport.2022.102303>
- Alwi, A., & Suhendra, I. (2020). Pengaruh Disiplin Kerja dan Beban Kerja Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Kasus Pada Bappeda Provinsi Banten). *Jurnal Riset Bisnis dan Manajemen Tirtayasa*, 3(1), Article 1. <https://doi.org/10.48181/jrbmt.v3i1.9365>
- Asrar, A. M., & Taufani, T. (2022). PENGARUH DUKUNGAN SOSIAL TEMAN SEBAYA TERHADAP QUARTER-LIFE CRISIS PADA DEWASA AWAL. *JIVA: Journal of Behaviour and Mental Health*, 3(1), Article 1. <https://doi.org/10.30984/jiva.v3i1.2002>
- Budiarti, E., & Hanoum, M. (2019). Koping Stres dan Dukungan Keluarga terhadap Kesejahteraan Psikologis Orang Tua yang Memiliki Anak Berkebutuhan Khusus. *SOUL: Jurnal Pemikiran Dan Penelitian Psikologi*, 11(1), Article 1.
- Dewi, I. A. R. S. (2020). Manajemen Talenta dalam Mewujudkan Pemimpin Berkinerja Tinggi (Studi pada Instansi Pemerintah Provinsi Bali). *Jurnal Good Governance*. <https://doi.org/10.32834/gg.v16i1.154>
- Diniarsa, M. R., & Batu, R. L. (2023). EVALUASI PENERAPAN KEBIJAKAN DIVERSITAS DAN INKLUSI DALAM MANAJEMEN SUMBER DAYA MANUSIA TERHADAP KINERJA ORGANISASI. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 7(2), Article 2. <https://doi.org/10.31955/mea.v7i2.2852>
- Fakaubun, A. (2020). BELUM EFEKTIF TERHADAP SISTEM PENGELOLAAN KEARSIPANOLEH APARATUR SIPIL NEGARA, PADA UNIT PELAKSANA TEKNIS SEKOLAH USAHA PERIKANAN MENENGAH SORONG, DILINGKUNGAN KEMENTERIAN KELAUTAN DAN PERIKANAN. *Jurnal Pari*, 5(1), Article 1. <https://doi.org/10.15578/jp.v5i1.8741>
- Faturahman, B. M. (2018). KEPEMIMPINAN DALAM BUDAYA ORGANISASI. *Madani Jurnal Politik Dan Sosial Kemasyarakatan*, 10(1), Article 1. <https://doi.org/10.52166/madani.v10i1.186>
- Fiaturrahman, M. I. (2023). Penuntutan Tindak Pidana Kepabeanan Pada Daerah Perbatasan Negara Kesatuan Republik Indonesia (NKRI) dengan Republik Demokracik Timor Leste (RDTL) (Studi di Kejaksaan Negeri Belu NTT). *Indonesia Berdaya*, 4(2), Article 2. <https://doi.org/10.47679/ib.2023460>
- Gofur, A., & Soediantono, D. (2022). Hubungan antara manajemen pengetahuan dan keberlanjutan organisasi Industri Pertahanan: Apakah Sertifikasi ISO 9001:2015 berpengaruh? *Journal of Industrial Engineering & Management Research*, 3(4), Article 4. <https://doi.org/10.7777/jiemar.v3i4.301>
- Halim, W. (2021). Kebijakan Sosial dalam Perspektif Pertukaran Sosial: Studi Politisasi Program Keluarga Harapan Kabupaten Malang. *NUANSA: Jurnal Penelitian Ilmu Sosial Dan Keagamaan Islam*, 18(2), Article 2. <https://doi.org/10.19105/nuansa.v18i2.5300>
- Harahap, D. S., & Khair, H. (2019). Pengaruh Kepemimpinan Dan Kompensasi Terhadap Kepuasan Kerja Melalui Motivasi Kerja. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1),

- Article 1. <https://doi.org/10.30596/maneggio.v2i1.3404>
- Kadarisman, M. (2018). ANALISIS PENGEMBANGAN KARIER APARATUR SIPIL NEGARA DI PEMERINTAH KOTA DEPOK. *Jurnal Kebijakan Dan Manajemen PNS*, 12(2 November), Article 2 November. <https://jurnal.bkn.go.id/index.php/asn/article/view/29>
- Kurniawan, S. R., & Eva, N. (2020). HUBUNGAN ANTARA DUKUNGAN SOSIAL DENGAN KESEJAHTERAAN PSIKOLOGIS PADA MAHASISWA RANTAU. *Seminar Nasional Psikologi Dan Ilmu Humaniora (SENAPIH)*, 1(1), Article 1. <http://conference.um.ac.id/index.php/psi/article/view/28>
- Ludin, I., Mukti, S., & Rohman, I. S. (2023). Pengaruh Kompensasi dan Disiplin Kerja Terhadap Kinerja Pegawai (Studi Kasus Pada Pegawai Desa di Kecamatan Plered). *Value : Journal of Management and Business*, 8(1), Article 1. <https://doi.org/10.35706/value.v8i1.10045>
- Mighfar, S. (2015). SOCIAL EXCHANGE THEORY: Telaah Konsep George C. Homans Tentang Teori Pertukaran Sosial. *LISAN AL-HAL: Jurnal Pengembangan Pemikiran Dan Kebudayaan*, 9(2), Article 2. <https://doi.org/10.35316/lisanalhal.v9i2.98>
- Muhartono, D. S. (2020). Pentingnya regulasi pengarusutamaan gender dalam pembangunan daerah di Kabupaten Kediri. *Publiciana*, 13(2), Article 2. <https://doi.org/10.36563/publiciana.v13i2.175>
- Novendra, I., Puspitasari, R., & Winarni, L. M. (2021). LITERATURE REVIEW: DUKUNGAN SOSIAL MENGHADAPI MASA PENSUN: Indonesia. *Journal of Health Research Science*, 1(01), Article 01. <https://doi.org/10.34305/jhrs.v1i1.298>
- Pradini, S. A., Kurniawan, E. H., & Wuryaningsih, E. W. (2020). Hubungan Dukungan Sosial Keluarga dengan Stres Kerja pada Petani Tembakau di Kecamatan Kalisat Kabupaten Jember. *Pustaka Kesehatan*, 8(1), 24–30. <https://doi.org/10.19184/pk.v8i1.11117>
- Putranto, R. A., Dawud, J., Pradesa, H. A., Harijanto, D., & Dharmanagera, I. B. A. (2022). MANAJEMEN TALENTA PADA SEKTOR PUBLIK: SEBUAH STUDI LITERATUR SERTA ARAH MODEL KAJIAN UNTUK MASA DEPAN. *Jurnal Manajemen Dan Profesional*, 3(2), Article 2. <https://doi.org/10.32815/jpro.v3i2.1463>
- Rapikah, R., & Nurjannah, N. (2021). PENGGUNAAN FAMILY THERAPY BERBASIS TEORI DUKUNGAN SOSIAL PADA PENDERITA GANGGUAN JIWA PSIKOTIK POLIMORFIK AKUT TANPA GEJALA SKIZOFRENIA. *Al-Isyraq: Jurnal Bimbingan, Penyuluhan, Dan Konseling Islam*, 4(1), Article 1. <https://doi.org/10.59027/alisyraq.v4i1.41>
- Ratnasari, A., & Robandi, B. (2022). SAJUTA: PERSEPSI KESEJAHTERAAN GURU PENDIDIKAN ANAK USIA DINI DALAM MEMPERTAHANKAN PROFESI. *Jurnal Ilmiah Telaah*, 7(2), 158–165. <https://doi.org/10.31764/telaah.v7i2.8658>
- Rosmiati, M., Sumaryana, A., Saefullah, A., & Buchari, A. (2019). REKRUTMEN TERBUKA JABATAN PIMPINAN TINGGI PADA BADAN KEPEGAWAIAN DAERAH KOTA BANDUNG. *Jurnal Administrasi Publik*, 9(2), Article 2. <https://doi.org/10.31506/jap.v9i2.4764>
- Rudiansyah, R. (2021). Eksistensi Komisi Kejaksaan Republik Indonesia Setelah Berlakunya Undang-Undang Nomor 5 Tahun 2014 tentang Aparatur Sipil Negara. *Jurnal Intelektualita: Keislaman, Sosial Dan Sains*, 10(1), 153–161. <https://doi.org/10.19109/intelektualita.v10i1.8610>
- Sarinah, S., & Aziz, A. (2010). HUBUNGAN KOMUNIKASI INTERPERSONAL DAN KOMITMEN TERHADAP ORGANISASI DENGAN KEPUASAN KERJA KARYAWAN PT. PERKEBUNAN NUSANTARA III (PERSERO). *Analitika: Jurnal Magister Psikologi UMA*, 2(2), Article 2. <https://doi.org/10.31289/analitika.v2i2.717>
- Sedarmayanti, H. S. H. (2012). STRATEGI PENGUATAN ETIKA DAN INTEGRITAS BIROKRASI DALAM RANGKA PENCEGAHAN KORUPSI GUNA MENINGKATKAN KUALITAS PELAYANAN. *Jurnal Ilmu Administrasi: Media Pengembangan Ilmu Dan Praktek Administrasi*, 9(3), Article 3. <https://doi.org/10.31113/jia.v9i3.311>
- Sobandi, B. (2019). STRATEGI IMPLEMENTASI MANAJEMEN TALENTA PADA BIROKRASI DI INDONESIA. *Jurnal Kebijakan Dan Manajemen PNS*, 13(2 Nov), Article 2 Nov.

- Sunarta, S. (2019). PENTINGNYA KEPUASAN KERJA. Efisiensi : Kajian Ilmu Administrasi, 16(2), Article 2. <https://doi.org/10.21831/efisiensi.v16i2.27421>
- Sutrisno, S., Herdiyanti, H., Asir, M., Yusuf, M., & Ardianto, R. (2022). Dampak Kompensasi, motivasi dan Kepuasan Kerja Terhadap Kinerja Karyawan di Perusahaan: Review Literature. *Management Studies and Entrepreneurship Journal (MSEJ)*, 3(6), Article 6. <https://doi.org/10.37385/msej.v3i6.1198>
- Tesmita. (2022). PENGARUH CITRA INSTITUSI TERHADAP RETENSI APARATUR SIPIL NEGARA (ASN) PADA DINAS KEPENDUDUKAN PENDAFTARAN SIPIL KABUPATEN KERINCI: TESMITA, ADE NURMA JAYA PUTRA, BENI SETIAWAN. *JURNAL ADMINISTRASI NUSANTARA MAHA*, 4(2), Article 2. <https://doi.org/10.51279/janmaha.v4i3.553>
- Utami, W. (2018). Pengaruh Persepsi Stigma Sosial Dan Dukungan Sosial Terhadap Kesejahteraan Psikologis Pada Narapidana. *Journal An-Nafs: Kajian Penelitian Psikologi*, 3(2), Article 2. <https://doi.org/10.33367/psi.v3i2.620>
- Utamy, R., Ahmad, S., & Eddy, S. (2020). Implementasi Manajemen Sumber Daya Manusia. *Journal of Education Research*, 1(3), Article 3. <https://doi.org/10.37985/jer.v1i3.26>
- WELSYA CAHYANI. (n.d.). PERAN DUKUNGAN SOSIAL TERHADAP STRES KERJA SEBAGAI PENINGKATAN KINERJA KARYAWAN. Retrieved November 21, 2023, from <https://ejournal.unesa.ac.id>
- Widiantoro, D., Nugroho, S., & Arief, Y. (2019). Hubungan Antara Dukungan Sosial Dari Dosen Dengan Motivasi Menyelesaikan Skripsi Pada Mahasiswa. *Journal An-Nafs: Kajian Penelitian Psikologi*, 4(1), Article 1. <https://doi.org/10.33367/psi.v4i1.649>
- Yanuarti, I., Wibisono, M., & Midhio, I. W. (2020). STRATEGI KERJA SAMA INDO-PASIFIK UNTUK MENDUKUNG PERTAHANAN NEGARA: PERSPEKTIF INDONESIA. *Strategi Perang Semesta*, 6(1), Article 1. <https://doi.org/10.56555/sps.v6i1.538>
- Youhanita, E., Kuswanto, K., Rachma, E. A., Sutarum, S., Nurdiana, R., & Astutik, N. F. W. (2022). TRANSPARANSI REKRUTMEN DAN SELEKSI PERANGKAT DESA SUGIHWARAS. *Community Development Journal: Jurnal Pengabdian Masyarakat*, 3(3), Article 3. <https://doi.org/10.31004/cdj.v3i3.8045>
- Yusuf, A. I., Kamase, J., Serang, S., & Arfah, A. (2021). Pengaruh Pengembangan SDM, Kompetensi dan Motivasi Dalam meningkatkan Organizational Citizenship Behavior (OCB) dan Kinerja Aparatur Sipil Negara pada Pemerintah Daerah Kabupaten Sinjai Provinsi Sulawesi Selatan. *Journal of Management Science (JMS)*, 2(1), Article 1. <https://doi.org/10.33096/jms.v2i1.372>
- Zona, M. A. (2020). Peran Harmony Dan Keinginan Untuk Berkembang Terhadap Keterlibatan Karyawan Dalam Organisasi. *Economac: Jurnal Ilmiah Ilmu Ekonomi*, 4(1), Article 1. <https://doi.org/10.24036/economac/vol4-iss1/101>