

Effective Governance and Development of Apparatus Resources through Coaching Mentoring and Counseling at the Jember Customs



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ABSTRACT: This research aims to; a) explain the model of effective human resource governance through coaching mentoring and counseling (CMC); b) explain the performance achievements of the apparatus in managing Jember customs; and c) explaining the behavior of public administration within the framework of apparatus governance through a psychological assessment approach using the CMC method. This research uses qualitative methods with a focus on ASN governance at Jember Customs and Excise. Determination of informants using a purposive method, so that in this study there were 9 people with different roles. Data collection uses observation techniques, in-depth interviews, documentation, and literature study. All data is processed through three stages, including data reduction, data presentation, and drawing conclusions. The results showed that Jember Customs and Excise carried out psychological and CMC assessments in order to make existing resources effective. The assessment method using the CMC approach has been successful as seen from ASN's performance achievements in governance at Jember Customs and Excise. The CMC that is implemented provides enlightenment for ASN in providing services to the community. CMC also has an influence on increasing accountability through performance measurement. One of the parameters for achieving individual employee and organizational goals is reflected in the increase in the service user satisfaction index at Jember Customs where in 2021 it will get an index of 4.21 to 4.43. Service users also provide very satisfied ratings of the various types of services provided by Jember Customs and Excise employees.

KEYWORDS: Governance; development; human resources; effectiveness; coaching; mentoring; counseling

I. INTRODUCTION

The concept of performance has received considerable attention in recent years (Van Dooren, W., Bouckaert, G., & Halligan, 2010). The reason is, in HR governance there are lots of performance appraisals that don't get measured objectively. This happens because the performance is too standard/rigid, so employees will carry out their main tasks and functions only as written in the performance contract. On the other hand, performance achievements will have an impact on the remuneration received by employees (I Gede Agus Heriawan Arya Putra et al., 2019).

Performance measurement becomes important as organizations become larger and more professional. This means that there is an interrelationship between organizational development and the performance produced by ASN, especially to meet the needs of the community and the needs of the ecological environment. In an organizational context, HR governance is important in relation to performance achievements which can refer to the realization of work in pursuing the goals to be achieved (Bouckaert & Halligan, 2007).

An effective performance management system is used as a strategic tool to influence internal change and to achieve desired results and high performing organizations (Rezaei et al., 2018). This shows that the notion of performance contains elements of achieving organizational goals broadly. In essence, human resource management is needed so that the organization can develop following the needs of stakeholders. Therefore, sustainable human resource management is the basis for achieving organizational goals on an ongoing basis following economic developments, social ethics, and technological developments (Hera Meilinda et al., 2019).

This can be seen in the governance of the State Civil Apparatus (ASN) at the Customs and Excise Service Office for Middle Customs Type C Jember. ASN governance uses information technology-based innovation by involving all employees in a form of

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sustainable human resource management. However, the implementation of employee performance measurement is still constrained by features that are not in accordance with employee needs, so that the performance report is not clearly described.

In fact, ideally the Customs and Excise Supervision and Service Office in the Jember region has two contradictory functions in its performance. In addition to providing fast service, employees are required to provide effective supervision. Hence, all elements of resources within the organization must be optimized for performance in order to achieve sustainable goals. This is because the government itself expects each employee to be able to collaborate and develop himself according to the organizational vision that has been instilled in work units throughout Indonesia (Peltokorpi & Yamao, 2017).

Sustainable human resource management is carried out as a form of bureaucratic reform in public institutions/organizations so that the organization can develop and meet stakeholder expectations both in terms of the environment, social ethics, culture, and public accountability for the performance carried out by ASN (Defny Holidin, 2013). However, as stated in the Jember Customs and Excise LAKIN, in terms of the number of employees, it was found that there was still a lack of performance measurement and specification of expertise in carrying out the duties assigned. In the report of the Head of the Jember Customs Office number ND-262/WBC.12/KPP.MP.05/2021 dated 2 May 2021 it was stated that according to work volume calculations and performance measurements compared to the number of human resources owned by Jember Customs and Excise it is still far from ideal. The less than ideal number of employees can be seen from the perspective of the quality/volume of free work as well as from the number of employees compared to the workload analysis.

The less than ideal number of employees at Jember Customs and Excise can be seen from the limited human resources of each section which requires policies to work across sections within the Jember Customs work unit. The lack of the number of employees in each section is the result of a comparison between the number of employees and the workload that is the responsibility of each general section/sub-section to carry out organizational functions more optimally. Apart from the lack of number of employees that must be met by Jember Customs and Excise to be able to carry out their main tasks and functions, there is volatility in work volume that occurs in certain periods which requires employees to rotate across sections/general sub-sections to cover the shortage of employees. In certain periods there is a surge in volume and frequency of work that is significant enough to be immediately followed up by adding existing organizational resources.

As a public organization that focuses its performance on community service, every ASN gets their rights by fulfilling their obligations. Only in its implementation, civil servants who have received state facilities from income in the form of salaries, large facilities, health and retirement benefits, have not optimized their time and energy as state and community service personnel (BPSDM, 2018). Therefore, management must be able to allocate its human resources to achieve goals. With this increasingly sophisticated information technology, the use of information technology in HR management and its utilization can be optimized to meet the needs of stakeholders (Bondarouk & Brewster, 2016).

In realizing HR governance, performance measurement and work productivity intersect with employee satisfaction and psychology. In order for enthusiasm and passion to continue to form in order to create innovations within the organization, effective communication is needed (Eli Oktafiani, 2020). In the sense that psychological capital is an asset that already exists in each individual and can be developed through training. Because of this, Jember Customs since 2018 has implemented an effective psychological assessment through Coaching, Mentoring, Counseling (CMC) techniques. This technique is used to be able to find out the characteristics and personality of employees so that they can be developed and synergized with the goals of public organizations (Directorate General of Customs and Excise, 2019). This is interesting because as a State Civil Apparatus, they must be able to account for their performance to the public for the compensation they receive.

From this explanation, this study aims to; a) know the model of effective HR governance through coaching mentoring and counseling; b) find out the performance achievements of ASN in Jember customs governance; and c) knowing the behavior of public administration within the framework of ASN governance through a psychological assessment approach using the CMC method.

To achieve the research objectives, the theory of coaching, mentoring, and counseling is used. McPheat in his book defines coaching as the art of inspiring, increasing energy, facilitating, improving performance, learning, and client development (McPheat, 2010). Cox and Jackson said that coaching can be seen as a human development process that involves structured and focused interactions and the use of appropriate strategies, tools and techniques to promote desired and sustainable changes in the context of coaching employees and stakeholders (E. Cox & P. Jackson, 2010). So, in developing the potential of employees, the right method is needed so that their performance matches the expectations of the organization.

Mentoring means combining 'multiple roles'. For example, as a counselor, a critical friend as well as a career advisor. A mentor expects his students to be more successful in the organization. Mentoring by mentors can be described as expert relationships with novices to exchange knowledge. Mentors are more 'wise' so that their knowledge is transferred to less experienced 'students'. This is in accordance with Renshaw's opinion that mentoring is a development process, including elements of coaching, facilitating and counseling. According to him, the process aims to share knowledge and encourage individual development. Mentoring has a

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longer term focus than coaching designed to encourage personal development and to help individuals place their creative and professional development more broadly within a cultural, social and educational context (P. Renshaw, 2008).

Mentoring can be done in formal or informal conditions, as stated by Hobson and Sharp. According to them, mentoring can be informal, for example co-workers who provide advice, opinions or support. Whereas in the formal form, for example, a professional is specifically appointed to do certain work, which is sometimes in the context of a mentoring scheme (A. J. Hobson & C. Sharp, 2005). From these two opinions it can be understood that mentoring activities are mentoring techniques carried out by experienced, knowledgeable, and more capable people in an effort to develop the potential of employees at work.

Meanwhile, counseling or counseling techniques are for people to talk about themselves and explore difficult feelings, in a reliable environment, free from distractions and secrets (Mungin Eddy Wibowo, 2018). A counselor must respect points of view as well as assist in overcoming certain problems, overcoming crises, and developing a better way of life. According to Russell and Dexter, counseling can be interpreted as a "differentiation project". That is, an activity designed to help explore and understand yourself. This activity is expected to help identify one's thoughts, emotions, and behavior in order to get a change for the better (J. Russell et al., 1992).

The opinion of Russell and Dexter was also reinforced by Roth and Fonagy that counseling is a term used to denote a series of techniques used to deal with a person's various problems. Strictly speaking, counseling is not a single theory or framework, but tends to be determined by the setting in which it takes place. The focus is usually on the problems the individual is currently facing. While the approach taken is often pragmatic (Roth & Fonagy, 1996).

From the opinions related to counseling, it can be understood that counseling is more about solving personal problems faced by employees. Counseling must be carried out by a psychologist who has the competence and expertise. In carrying out tasks within the organization, the form of counseling that is often practiced is in the form of sharing sessions related to work with fellow co-workers or through periodic mental coaching. All of these techniques are carried out in order to gain enlightenment and inner satisfaction faced by a person. Thus, in terms of ASN governance, it can improve its performance in a better direction in accordance with organizational goals.

II METHOD

This study uses qualitative methods with a focus on ASN governance at Jember Customs and Excise. The research location is the Customs Office in the Jember Regency area. Determination of informants using a purposive method, so that in this study there are 9 (nine) criteria for informants which include; Head of office, Head of internal compliance and compliance section, Head of treasury section, Head of enforcement and investigation section, Head of Customs and Excise Service Section and Technical Support, Functional customs officials, treasury staff, Internal compliance staff, Staffing staff.

The data collection in this study used several techniques, including observation, in-depth interviews, documentation, and literature study. After all the data has been collected, it is then processed through three stages like the Miles and Huberman model. The three stages include data reduction, data presentation, and drawing conclusions (Sugiyono, 2008).

III. RESULT AND DISCUSSION

A. Effective Apparatus Management Model through Psychological Assessment with the CMC (Coaching Mentoring and Counseling) Method

The model presented by Jember Customs and Excise reflects the readiness of the organization in realizing good governance. Global economic developments are changing rapidly and demand initiative and innovation, making it a challenge for Jember Customs and Excise to orchestrate resources in realizing adaptive and resilient governance (agile governance). Agile governance itself is needed to be able to make organizational operations faster, accurate, precise, productive and efficient.

In managing human resources in the framework of realizing good governance, adaptive and tough (agile governance), of course, the right tools are needed so that implementation in the field does not cause conflict and perception disputes in its enforcement. This of course requires the integrity of ASN as task executors within the vertical organization of the Directorate General of Customs and Excise in order to achieve the vision, mission and organizational strategy more precisely. To achieve this, a method is needed, where the Jember Customs uses a psychological assessment method through CMC (Coaching Mentoring and Counseling).

Implementation of psychological assessment using the CMC (Coaching Mentoring and Counseling) method in its implementation is to obtain competency and qualification groupings according to the personality and characteristics of employees with various age, educational and socio-cultural backgrounds. This matriculation will be used by the organization to arrange and place employees in appropriate work fields so that organizational productivity and performance are maximized.

1). Integrity in Managing Apparatus Resources

From an organizational point of view, integrity or ethical behavior does not only refer to bureaucratic corruption or manipulation, but also lies in the qualities or characteristics of individual or organizational behavior that represent ways of acting and behaving

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in accordance with moral values, standards and rules accepted by the organization. organizational and community members (Kolthoff et al., 2010). In the implementation at Jember Customs and Excise, these moral values have been instilled since becoming Civil Servants by providing understanding in carrying out daily tasks in the form of Ministry of Finance Values and Basic Attitudes of DGCE Employees.

The Basic Values of Ministry of Finance Employees are regulated in Minister of Finance Decree No. 312/KMK 01/2011 dated 12 September 2011, namely that every employee of the Ministry of Finance must have an attitude of integrity, professionalism, synergy, service and perfection (Ministry of Finance, 2011). Meanwhile, the basic attitude of DGCE employees is regulated in Regulation of the Director General of Customs and Excise No. KEP-664/KEP.BC/2017 dated 17 November 2017, namely DGCE employees must have an honest, corporeal, loyal, initiative and corrective attitude (Directorate General of Customs and Excise, 2017). In an interview on March 12 2022 with Tubagus Firman Hermansjah, as the Head of the Jember Customs Office explained: "...In CMC, every opportunity for internalization of employees and stakeholders, reading of the Values of the Ministry of Finance and Basic Attitudes of DGCE Employees is read as a form of instilling employee character and a form of organizational commitment in upholding employee work ethics (Tubagus Firman Hermansjah, 2022)."

Allocating resources in creating a conducive Jember Customs organizational environment in supporting the development of organizational and operational integrity will be created through good cooperation and collaboration between employees. Integrity stimulates employees to comply and helps instill values that support commitment to behave ethically/morally. Employees must be able to answer the challenges of stakeholder dynamics by collaborating with each other to achieve organizational goals. Regarding this matter, Febra Patturrachman, Head of Internal Compliance and Extension/Information Services Section, said:

".. it is impossible for integrity to be upheld without the awareness of each employee and supervision from their direct superiors. CMC is an effective means of communication and mentoring of employee performance, so that employee violations and mistakes can be anticipated so as not to create loopholes for fraud (Febra Patturrachman, 2022)."

Integrity enforcement through CMC can also be shown from the number of complaints received by front desk employees and online report application facilities which show a significant decrease. This is because every problem related to customs and excise services can be discussed between sectors to get a solution that is in accordance with the applicable laws and regulations.

2). Realization of Good Governance

The concept of good governance is a value-laden concept, which recommends ideal administrative behavior and rejects behavior that is not ethical and moral (Geert Bouckaert & John Halligan, 2007). Common values and principles define the relationship between public authorities and citizens, where good governance depends on the morality of public service. Accountability is always associated with good governance, and implies the involvement of public organizations that carry out public affairs, manage public funds and guarantee the realization of basic human rights that are free from abuse and corruption, and that comply with the rule of law (Shahjahan H Bhuiyan. & Francis Amagoh, 2011). Therefore, several factors of good governance also affect the quality of public sector elements.

Responsibilities of the members of the organization will be created, accompanied by an embedded organizational culture which can be seen as unification and mutual sharing of abilities, integrity and humanity as well as trust between employees. And to be able to achieve the goals of the organization, mentoring and evaluation are carried out periodically through the implementation of risk management. This was conveyed by Widi, Risk Management Compiler Staff:

".. this CMC activity, periodically monthly monitoring is carried out through the tools that have been set in risk management. Each section reports on its activities, progress reports and constraints experienced by each employee (Widi, 2022)."

Risk management as stated in the interview is very important for personnel governance, because the governance framework itself includes strategic and operational decision making in managing human resources and achieving the goals of the Jember Customs office. Internalization of employees regarding their main duties and functions in carrying out as Customs ambassadors also depends on knowledge and understanding of business processes and access to information, either electronically or in other ways.

The presence of good governance ensures that all elements can assess and implement ethics, code of ethics, roles and responsibilities carried out in compliance with the risk management framework along with a well-defined set of accountabilities. Furthermore, an effective risk management system is considered to help an organization achieve its business process objectives, while improving its resource and financial reporting and maintaining its reputation (Nava Subramaniam et al., 2009). While internal and external controls pay attention to the overall challenge profile and risk context, internal controls emphasize ensuring effective risk management, and maintaining consistent objectivity/organizational goals.

B. Apparatus Performance Achievements in Jember Customs Administration

Talking about ASN's performance achievements in the management of Jember Customs and Excise, the results of the research show that the CMC implemented at Jember Customs has provided enlightenment for ASN in providing services to the community, as revealed by Tony Leonard, Head of the Customs Service and Technical Support Section:

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"This CMC which is consistently and periodically carried out is very helpful in providing enlightenment for employees in providing services to the community and public awareness is even higher with the creation of innovative public complaints in assessing employee performance (Tony Leonard, 2022)."

Under these conditions, an increase in the competency and capability of employees through CMC and assistance by direct superiors will open up communication space between superiors and subordinates as well as between employees and the organization. Obstacles and weaknesses related to service to the community are also illustrated through the feedback media submitted by the community through a systemized and centralized complaint forum. So that the general public can convey their obstacles, constraints, and opinions regarding the services and supervision carried out by employees.

In addition, with the existence of CMC which is supported by psychological assessment data, data is also obtained in the form of employee personality. Regarding this, Edy Supartono said:

".. with the existence of CMC supported by data from psychological assessments obtained data in the form of employee personality. With the direction and supervision of superiors, the implementation of a performance management system, employees often discuss with their superiors and fellow employees in compiling and aligning key performance indicators with organizational goals. During program implementation, we also hold regular meetings to review our achievements and seek solutions to resolve problems through monthly Organizational Performance Dialogue meetings (Edy Supartono, 2022)."

Meanwhile, Febra Patturrachman as the Head of the Internal Compliance and Counseling/Information Service Section stated that CMC's influence with increased accountability through performance measurement said:

"With this CMC, there is an obligation for all employees to report their performance, and from the Internal Compliance unit to report annually through a Performance Report to the Regional Office of East Java 2 and tiered up to the Head Office to evaluate the achievement of the organization's strategic goals. This will certainly create an extraordinary effect for increasing accountability (Febra Patturrachman, 2022)."

By implementing performance measurement, management can determine the number of human resources needed by the organization in particular and aims to improve program control in achieving targets. In addition, performance reports can increase accountability for the performance of ASNs in carrying out their duties. Performance evaluation also generates innovations, for example by creating the SiLangit application to provide Cigarette Entrepreneurs services in ordering web-based Cigarette Excise Ribbons. Regarding this, Tony Leonard as the Head of the Customs and Excise and Technical Support Section said:

"We as the guard are in providing services to the business world and continue to develop applications to make it easier for internet-based cigarette entrepreneurs. Of course, we use data on service promises to service users as a measurement of employee performance as a consideration for developing employee competencies and careers. We also develop other IT-based applications to enhance the mentoring and evaluation and accountability functions. In my opinion, all of this is a positive impact from the implementation of performance management and all employees participate and contribute not only from our unit (Tony Leonard, 2022)."

This explanation emphasizes that not only are employees in the Customs and Excise Service unit who contribute significantly in developing innovations to advance the achievement of organizational goals, but Jember Customs and Excise also uses a reward and punishment system in the process of career development and providing training for employees. who need it. In its implementation there is still a need for consistency and good cooperation with other work units. If not, Jember Customs and Excise cannot develop this CMC program as one of the solutions in HR management. IT-based applications that continue to be developed provide real time and accurate data in the performance management system. Because, in it a big data will be formed from employees who have contributed significantly to achieving organizational goals.

C. Behavioral Public Administration in the Apparatus Governance Framework through the Psychological Assessment Approach with the CMC Method

Management of personnel resources at Jember Customs and Excise by integrating psychological assessment with the CMC approach, structuring, and staffing has a close relationship with how far the context of employee behavior is in public administration policies. From observations in the field, there is a wedge between employee behavior in relation to performance results and productivity. This is a concern, especially in the public sector, considering the implications of handling human relations and communication between employees at Jember Customs and Excise in carrying out service and oversight duties to service users and the public. Behavioral public administration is the study of public administration from a micro-level perspective, namely the behavior and attitudes of individual employees by taking the perspective and point of view from psychology regarding the behavior of individuals and groups of employees (J.M. Shafritz & E.W Russel, 1997).

Psychological assessment with the CMC approach intersects with public administration from a psychological perspective. Several things form the intersection between the behavior that is formed and the results of policies in public administration which have been explained in the previous discussion, where the psychological assessment policy with the CMC approach is the result of directions from the Head of the Jember Customs Office as the leader to supervisory officials to empower HR as their subordinates.

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Empowerment of human resources owned by Jember Customs and Excise in achieving the strategic goals of the Ministry of Finance must be able to implement the policies outlined through target measurement and realization of performance contracts. In order to be able to meet the targets of the employee performance contracts set out in this main performance index, all employees must hone their competence by adding insight into knowledge.

One of the parameters for achieving individual employee and organizational goals is reflected in the increase in the service user satisfaction index at Jember Customs where in 2021 it will get an index of 4.21 to 4.43. The results of this survey show that service users give very satisfied ratings of the various types of services provided by Jember Customs and Excise employees. These conditions also indicate that studies related to public administration originate from employee behavior which has been studied in various scientific studies such as leadership and public motivation (Jenny De Fine Licht et al., 2014), transparency, competition and choice of public services, performance information (M. Baekgaard & S. Serritzlew, 2016), and trust in civil service services (M. J. Van Ryzin, 2011). This is also in line with the statement of Febra Patturrachman, Head of Internal Compliance and Counseling/Information Services Section. he says:

“.. a role model and example of strong leadership are needed to be able to change this large Customs organization, from what used to be a corrupt and non-transparent agency to a modern and professional organization. This condition is also supported by the enthusiasm and totality of the ranks below to change until Customs and Excise is formed for the better (Febra Patturrachman, 2022).”

This change in employee behavior is also reflected in the level of employee discipline and the number of complaints originating from the public which has shown a very sharp decline. Transparency and implementation of punish and reward as well as internet-based innovation have made Jember Customs and Excise in particular, and DJBC institutions in general turn into professional agencies. In addition, DGCE with disruptive innovations has also been able to respond to the challenges of global economic and social changes. This innovation is also the result of employee thoughts in providing ideas for organizational progress, as conveyed by Darmawan, Head of the Enforcement and Investigation Section. he says:

“..... uniform steps through a thought that moves the organization towards a better direction requires a spirit of togetherness and cognition from all levels of employees. This employee's creative ideas also bring major changes to the institution through information technology-based innovation. The right tools are needed to convey this noble message, and the Jember Customs Office has found the right and reliable way (Darmawan, 2022).”

The existence of a wedge between public administration and psychology in the development of science and policy. The psychological assessment carried out at the Jember Customs Office indicates the emergence of a psychology-based approach to public administration. And this has improved the management of Jember Customs and Excise in providing the best service to the community.

CONCLUSIONS

In its implementation, Jember Customs and Excise carries out psychological and CMC assessments in order to make the existing resources effective. In practice, the assessment method using the CMC approach implemented at Customs and Excise was successful. This can be seen from the performance achievements of ASN in governance at Jember Customs and Excise. The results of the study show that the CMC applied at Jember Customs has provided enlightenment for apparatus in providing services to the community. CMC also has an influence on increasing accountability through performance measurement. As for the parameters for achieving individual employee and organizational goals, one of them is reflected in the increase in the service user satisfaction index at Jember Customs where in 2021 it will get an index of 4.21 to 4.43. The results of this survey show that service users give very satisfied ratings of the various types of services provided by Jember Customs and Excise employees.

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