Sibatik Journal
Jurnal Ilmiah Bidang Sosial, Ekonomi, Budaya, Teknologi, dan Pendidikan
E-ISSN: 2809-8544

THE INFLUENCE OF WIDYAISWARA FUNCTIONAL OFFICIAL FORMATION ON MOTIVATION, WORK DISCIPLINE, AND PERFORMANCE OF WIDYAISWARA FUNCTIONAL OFFICIALS AT THE MEDAN RELIGIOUS TRAINING CENTER

Yusri Thamrin[1], Kiki Farida Ferine[2]
Universitas Pembangunan Panca Budi, Indonesia
Email: kikifarida@dosen.pancabudi.ac.id

Abstract

Human resources play a very important role in determining the progress of a country. Even though the country has abundant natural resources, if they are not supported or supported by quality human resources, the country will not be able to progress. The type of research used was associative quantitative. This research was carried out at the Medan Religious Education and Training Center office, the research population was 31 employees and the sampling technique used was a saturated sampling technique because it counted the entire population as a sample, the data collection used was distributing questionnaires, research models This is an analysis process with measuring tools using Smart PLS version 3.3.3. The results of this research are as follows: Formation has a negative and insignificant effect on the Widyaiswara Discipline of the Medan Religious Education and Training Center. Formation has a positive and significant effect on the performance of the Medan Religious Education and Training Center Widyaiswara. Formation has a positive and significant effect on the motivation of the Medan Religious Education and Training Center Widyaiswara.

Keywords: *Formation, Motivation, Discipline, Performance, Widyaiswara*

INTRODUCTION

Human Resources (HR) is one of the determining factors in the level of success of an organization in achieving its vision and mission. An organization that has quality human resources has been proven to be able to answer the challenges and demands in running the organization. In an effort to obtain quality human resources, employee planning is one of the essential things. Good employee planning will of course produce quality human resources in accordance with organizational demands.

The Medan Religious Education and Training Center (BDK Medan) is one of the agencies under the auspices of the Ministry of Religion of the Republic of Indonesia. In accordance with Minister of Religion Regulation Number 15 of 2021 concerning Organization and Work Procedures of the Technical Implementation Unit for Religious Education and Training as amended by Regulation of the Minister of Religion Number 11 of 2022 concerning Amendments to Regulation of the Minister of Religion Number 15 of 2021 concerning Organization and Work Procedures of the Technical Education Implementation Unit and Religious Training, BDK Medan has the task of carrying out education and training for administrative staff and educational and religious technical staff.

In carrying out these duties and to achieve organizational goals, BDK Medan has one type of Functional Position (JF), namely Widyaiswara. The government has several times issued regulations related to Widyaiswara, most recently with the issuance of Regulation of the Minister for Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 42 of 2021 concerning Widyaiswara Functional Positions. In this

DOI: https://doi.org/10.54443/sibatik.v2i11.1497

regulation, precisely in Article 1 point 9, it is stated that the Widyaiswara Functional Position is a position that has the scope of duties, responsibilities and rights to carry out training activities, training development and guarantee the quality of training in the context of developing competencies located at the training provider institution. in Government Agencies.

As a JF in the field of expertise, Widyaiswara has several levels that Widyaiswara can occupy throughout his career. In the PAN RB Ministerial Regulation above, in Article 5 paragraph (2) the position levels (from the lowest level to the highest level) consist of:

1. Widyaiswara First Expert (Assistant Trainer);
2. Young Expert Widyaiswara (Junior Trainer);
3. Widyaiswara Associate Expert (Senior Trainer); And
4. Primary Expert Widyaiswara (Prime Trainer).

Since 2022, with the publication of the Letter from the Secretary of the Minister for Empowerment of State Apparatus and Bureaucratic Reform number: B/272/M.SM.01.00/2022 dated February 8, 2022, there have been major changes to JF Widyaiswara's career path within the Ministry of Religion, especially at the Training Center Medan Religion. Before this letter was published, JF Widyaiswara could get a promotion without being tied to the amount. The publication of this letter caused the number of Widyaiswara to be limited to the following number:

No	Position Level	Number of Formations
1.	Widyaiswara Main Expert	32
2.	Widyaiswara Associate Expert	222
3.	Young Expert Widyaiswara	109
4.	Widyaiswara First Expert	35

From the table above, we know that, for example, if someone occupies the position of First Expert Widyaiswara, the person concerned will not be able to occupy the position of Junior Expert Widyaiswara if the number of Young Expert Widyaiswara formations has been fulfilled, and so on up to the level of the Middle Expert Widyaiswara position.

Determining the number of formations will of course influence the JF Widyaiswara stakeholders. If previously every JF Widyaiswara was free to get a promotion, with the presence of this letter the promotion to the JF Widyaiswara level was hampered.

In carrying out their duties, a functional official has various kinds of motivation. One of them is promotion of positions and ranks. This increase in position and rank will certainly make functional officials, including widyaiswara, will try and be enthusiastic in carrying out their duties. This motivation will certainly make the students try to work as well as possible. Even though motivation is personal, in general work motivation aims to improve the welfare of individuals in the organization.

High motivation will certainly affect work discipline. With discipline, individuals in the organization will certainly display good performance in carrying out their duties and

DOI: https://doi.org/10.54443/sibatik.v2i11.1497

functions. Discipline is also one way of training to improve and shape the knowledge, attitudes and behavior of employees/employees so that employees/employees can work cooperatively with other employees/employees and improve their work performance (Marnisah, 2021). One of the discipline factors (Sutrisno in Marnisah, 2021) is the provision of compensation. In this case, restrictions on promotions to the level of position and rank of Widyaiswara will certainly affect the increase in compensation (salary and allowances) of Widyaiswara in carrying out their duties.

Employee achievements each year are proven by performance. Performance is a reflection of the results achieved by a person or group of people, and individual performance is closely related to company performance (Tsauri, 2014). Every worker who displays good performance will of course also display their best performance in the organization. This good performance will directly or indirectly also influence the individual concerned. Certain compensation will also be obtained for this good performance. If we talk about the Widyaiswara Functional Position, then promotion to position and rank is one of the effects of good performance.

Since the establishment of the Widyaiswara Formation for the Medan Religious Education and Training Center, there have been significant changes to the level of positions and ranks of the Widyaiswara. Will this formation affect the motivation, discipline and performance of the Medan Religious Education and Training Center Widyaiswara? That's why the author is interested in researching this matter.

LITERATURE REVIEW

Widyaiswara Formation

Based on Government Regulation Number 97 of 2000 concerning Formation of Civil Servants as amended by Government Regulation Number 54 of 2003 concerning Amendments to Government Regulation Number 97 of 2000 concerning Formation of Civil Servants in Article 1 paragraph (1) it is stated that the Formation of Civil Servants is hereinafter referred to as formation is the number and rank composition of Civil Servants required in a state organizational unit to be able to carry out basic tasks within a certain period of time. Furthermore, Article 3 paragraph (1) also states that the formation of Central Civil Servants for each Central Government organizational unit each fiscal year is determined by the Minister who is responsible for the utilization of the state apparatus after receiving consideration from the Head of the State Civil Service Agency.

From the definition above, we can conclude that Widyaiswara Formation is the number and composition of civil servant ranks required in government organizational units determined by the Minister for Administrative Reform and Bureaucratic Reform.

Steps in Preparing the Widyaiswara Formation

The State Administration Institute of the Republic of Indonesia (LAN RI) as the agency that develops Widyaiswara Functional Positions has issued regulations regarding guidelines for the preparation of Widyaiswara functional positions through Regulation of the Head of the State Administration Institution Number 8 of 2008 concerning Guidelines for

DOI: https://doi.org/10.54443/sibatik.v2i11.1497

Preparing the Formation of Widyaiswara Functional Positions. This regulation was issued with the aim of obtaining the number and composition of Widyaiswara Functional Positions in accordance with the workload that can be carried out within a certain period of time professionally, as well as enabling the achievement of the number of credits determined for promotion.

The steps stipulated by LAN in preparing the formation of widyaiswara functional positions are contained in CHAPTER III letter B as follows:

1. Preparing a Training Needs Analysis (AKD);
2. Calculating the Total Need for Widyaiswara Functional Positions in Education and Training institutions;
3. Mapping Widyaiswara data in the form of:
   a. Amount:
      1) Period of service as a civil servant;
      2) Rank;
      3) Group.
   b. Position level (First, Junior, Intermediate, and Primary Widyaiswara).
   c. Competencies (Training Subjects taught) at each Widyaiswara position level
4. Create and analyze a balance sheet of Widyaiswara needs and availability within a certain time unit.

Widyaiswara Formation Indicator

Some indicators of the Widyaiswara Formation are:

1. Training Needs Analysis;
2. Job Analysis;
3. Workload Analysis;

Motivation

Mangkunegara (2017) states that motivation is a condition that moves individuals who are directed towards achieving organizational goals.

Motivational Indicator

There are several indicators related to motivation. According to Mangkunegara (2017) motivation indicators consist of:

1. Hard work;
2. Future orientation;
3. High level of aspirations;
4. Task orientation and seriousness of tasks;
5. Efforts to progress;
6. Diligence in work;
7. Relationships with colleagues;
8. Time utilization.

DOI: https://doi.org/10.54443/sibatik.v2i11.1497

Work Discipline

According to Hasibuan (2017) discipline is a person's awareness and willingness to obey all applicable regulations and norms. Furthermore, Afandi (2018) stated that discipline is a tool used by managers to change behavior and as an effort to increase a person's awareness and willingness to comply with all company regulations and applicable social norms.

Work Discipline Indicators

According to Hasibuan (2017), basically there are many indicators that influence the level of employee discipline in an organization, including:

1. Goals and abilities;
2. Leadership example;
3. Remuneration;
4. Justice
5. Waskat
6. Punishment sanctions
7. Firmness
8. Human relations

Performance

According to Wibowo (2017), performance is about doing work and the results achieved from that work. Performance is about what is done and how to do it.

Performance Indicators

In carrying out their performance, there are several indicators that can be assigned to employees. According to Wibowo (2017), employee performance indicators are:

1. Objective
2. Standard
3. Feedback
4. Tools or Means
5. Competence
6. Motivation
7. Opportunity

METHOD

The type of research used is quantitative associative. Quantitative Associative is research that aims to determine the relationship between two or more variables (Sugiyono, 2018). In this research, the exogenous variable is the Widyaiswara Formation (X). Meanwhile, the endogenous variables are Motivation (Y1), Discipline (Y2) and Performance (Y3). This research was carried out at the Medan Religious Education and Training Center from March 2023 to July 2023. According to Sugiyono (2018), population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined

by the researcher to be studied and then conclusions are drawn from the population. used were 72 employees.

According to Sugiyono (2018), the sample is part of the number and characteristics of the population. If the population is large, and it is impossible for researchers to study everything in the population, for example due to limited funds, energy and time, then researchers can use samples taken from that population. However, in this research, because the population is relatively small, the sampling technique used is a saturated sampling technique, which involves all respondents to be the sample, meaning the sample that will be used is 72 employees.

The data analysis technique used in this research is a quantitative data analysis method. Data analysis in this research uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software which is run on a computer.

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

The validity test is used to assess whether a questionnaire is valid or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items for each variable.

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability testing is used to measure the consistency of measuring instruments in measuring a concept or measure the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the alpha coefficient value or Cronbach's alpha and composite reliability). Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7. (Sekaran, 2014)

Structural Model (Inner Model)

This test was carried out to determine the relationship between exogenous and endogenous constructs which have been hypothesized in this research (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model was evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation and t test as well as the significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)

In assessing the model with PLS, start by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether they have a substantive influence (Ghozali, 2014). The R2 value is generally between 0 and 1.

DOI: https://doi.org/10.54443/sibatik.v2i11.1497

2. Predictive Relevance (Q2)

This test is used to measure how well the observation values are produced by the model and also the estimated parameters. If the Q2 value is greater than 0, it indicates the model has predictive relevance, which means it has good observation value, whereas if the value is less than 0, it indicates the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistics

At this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the research using the bootstrapping method. In the full model, Structural Equation Modeling, apart from confirming the theory, also explains whether or not there is a relationship between latent variables (Ghozali, 2014). The hypothesis is said to be accepted if the statistical t value is greater than the t table. According to (Latan and Ghozali, 2014) the t table value criteria is 1.96 with a significance level of 5%.

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative.

5. Fit Model

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this research, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

RESULTS AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

This test is seen from the loading factor, the limit value is 0.7, and the limit value for Average Variance Extracted (AVE) is 0.5, if above this value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value > 0.7. The structural model in this research is shown in the following figure:

DOI: https://doi.org/10.54443/sibatik.v2i11.1497

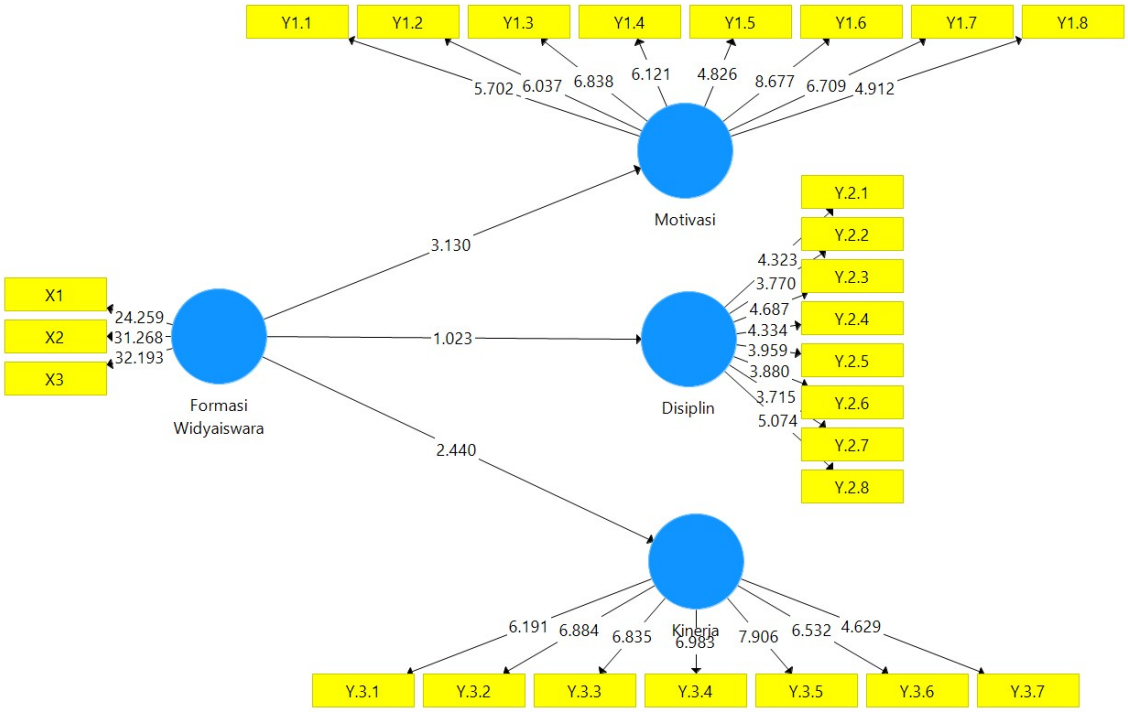

Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1:

Z = b1X1 + b2X2 + e1

Z = 0.627X1 + 0.370 X2+ e1

For substructure 2:

Y = b3X2 + b4X1 + b5Z + e2

Y = 0.850X2 – 0.367X1 + 0.432Z + e2

Table 1. Outer Loadings

	Discipline (Y1)	Widyaiswara Formation (X)	Performance (Y1)	Motivation (Y2)
X1		0.916		
X2		0.921		
X3		0.923		
Y.2.1	0.841			
Y.2.2	0.726			
Y.2.3	0.846			
Y.2.4	0.897			
Y.2.5	0.751			
Y.2.6	0.744			
Y.2.7	0.761			

Yusri Thamrin[1], Kiki Farida Ferine[2]
DOI: https://doi.org/10.54443/sibatik.v2i11.1497

Y.2.8	**0.891**			
Y.3.1			**0.818**	
Y.3.2			**0.873**	
Y.3.3			**0.885**	
Y.3.4			**0.870**	
Y.3.5			**0.920**	
Y.3.6			**0.874**	
Y.3.7			**0.723**	
Y1.1				**0.822**
Y1.2				**0.825**
Y1.3				**0.847**
Y1.4				**0.838**
Y1.5				**0.810**
Y1.6				**0.935**
Y1.7				**0.840**
Y1.8				**0.785**

Source: Smart PLS 3.3.3

In the table above, it is found that the indicators for each variable have a value higher than 0.7. This means that every indicator item that has a value higher than 0.7 is declared valid and can continue with further research.

2. Discriminate Validity

Further research will determine valid data using Discriminate Validity. This aims to find out whether the cross loading value is greater than other latent variables, thereby determining the indicator results that are highly correlated with the construct. The table below shows the cross loading results from validity testing as follows:

Table 2. Discriminant Validity

	Discipline (Y1)	Widyaiswara Formation (X)	Performance (Y1)	Motivation (Y2)
X1	0.266	0.916	0.386	0.279
X2	0.326	0.921	0.483	0.434
X3	0.227	**0.923**	0.296	0.255
Y.2.1	0.841	0.192	0.550	0.413
Y.2.2	0.726	0.115	0.462	0.337
Y.2.3	0.846	0.274	0.620	0.622
Y.2.4	**0.897**	0.420	0.596	0.554
Y.2.5	0.751	0.219	0.300	0.209
Y.2.6	0.744	0.111	0.277	0.300
Y.2.7	0.761	0.059	0.532	0.404

DOI: https://doi.org/10.54443/sibatik.v2i11.1497

Y.2.8	0.891	0.195	0.616	0.544
Y.3.1	0.489	0.184	0.818	0.523
Y.3.2	0.498	0.326	0.873	0.667
Y.3.3	0.511	0.446	0.885	0.559
Y.3.4	0.557	0.282	0.870	0.531
Y.3.5	0.530	0.544	**0.920**	0.620
Y.3.6	0.683	0.345	0.874	0.599
Y.3.7	0.510	0.278	0.723	0.684
Y1.1	0.417	0.259	0.535	0.822
Y1.2	0.437	0.260	0.470	0.825
Y1.3	0.562	0.300	0.646	0.847
Y1.4	0.388	0.305	0.609	0.838
Y1.5	0.419	0.211	0.432	0.810
Y1.6	0.523	0.359	0.669	**0.935**
Y1.7	0.549	0.426	0.628	0.840
Y1.8	0.346	0.245	0.608	0.785

Source: Smart PLS 3.3.3

The table above shows that the cross-loading factor value for each variable has a greater value than the cross loading on other latent variables, so it can be concluded that each variable in this study is discriminantly valid.

3. Composite reliability

In this research, composite reliability aims to determine each variable with its reliability value. If the variable value is greater than 0.60 then the research is considered reliable and if it is below 0.60 then it is considered unreliable. To determine whether the research is reliable or not and valid or not, one can look at the Cronbach's Alpha value, Composite Reliability and AVE values which can be seen in the table below:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Discipline (Y2)	**0.927**	**0.938**	**0.656**
Widyaiswara Formation (X)	**0.912**	**0.943**	**0.847**
Performance (Y3)	**0.938**	**0.949**	**0.729**
Motivation (Y1)	**0.940**	**0.950**	**0.704**

Source: Smart PLS 3.3.3

In table 3 above, it can be seen in the Cronbach Alpha column that the value of each variable is greater than 0.6, which means the data is reliable. In the composite reliability

column, all values are greater than 0.6 so it can be explained that each variable is considered reliable. Next, in the AVE column, each variable gets a value greater than 0.6, which means the data is AVE valid. All variables from the Cronbach alpha column, reliability column and AVE column have values greater than 0.6 so they are considered reliable and valid.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is strong and correct. The inspection stages carried out in the primary model assessment can be seen from several markers, namely:

1. Coefficient of Determination (R2)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Discipline (Y2)	0.093	0.058
Performance (Y3)	0.192	0.161
Motivation (Y1)	0.135	0.102

Source: Smart PLS 3.3.3

From the table above, we can see the R square value. In the Discipline variable, the R square value is 0.093 or 9.3%. This means that Formation has an effect of 9.3% on Discipline. Meanwhile, the Performance variable has a value of 0.192 and is 19.2%. This means that Formation has an effect of 19.2% on Performance. Meanwhile, for the Motivation variable, the R square value is 0.135 or 13.5%. This means that Formation has an effect on Motivation by 13.5%. So from this we can conclude the following:

1. Formation influences discipline by 9.3%;
2. Formation influences performance by 19.2%; And
3. Formation has an effect on motivation by 13.5%.
4. Meanwhile, the rest is influenced by other variables not examined in this research.

2. Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between the idle builds as suspected in this review. Speculation testing in this review was carried out by looking at T-Statistics and P-Values. Speculation was announced admitting whether T-Insights values > 1.96 and P-Values < 0.05. Next are the consequences of the direct impact Path Coefficient:

DOI: https://doi.org/10.54443/sibatik.v2i11.1497

Table 5. Path Coefficients (Direct Influence)

	Original Sample (O)	Sample Mean (M)	T Statistics (| O/STDEV |)	P Values	Results
Widyaiswara Formation -> Discipline	0.306	0.338	1,023	**0.307**	**Rejected**
Widyaiswara Formation -> Performance	0.438	0.462	2,440	**0.015**	**Accepted**
Widyaiswara Formation -> Motivation	0.367	0.420	3,130	**0.002**	**Accepted**

Source: Smart PLS 3.3.3

From the table above, there are 3 hypotheses, with details of 1 hypothesis being rejected and 2 hypotheses being accepted. The explanation is as follows:

1. Formation has a negative and insignificant effect on discipline with an original sample value of 0.306 and a P value of 0.307 > 0.05, meaning that Widyaiswara Discipline is not affected by Widyaiswara Formation. Even though Formation may have an impact on the student's career, there are other factors that cause the student to remain disciplined in their duties.
2. Formation has a positive and significant effect on performance with the original sample being 0.438 and a P value of 0.015 < 0.05, meaning that formation influences Widyaiswara's performance. With formation restrictions, the performance of the Widyaiswara also decreased, although only slightly.
3. Formation has a positive and significant effect on motivation with an original sample value of 0.367 and a P value of 0.002 > 0.05, meaning that formation influences Widyaiswara's motivation in working. Career paths are limited by formation, causing students to experience a decrease in motivation. Achieving a credit score that meets the requirements for promotion does not automatically increase the position level as long as the formation level is still filled.

CLOSING

Conclusion

The conclusions of this research are as follows:

1. Formation has a negative and insignificant effect on the Widyaiswara Discipline of the Medan Religious Education and Training Center.
2. Formation has a positive and significant effect on the performance of the Medan Religious Education and Training Center Widyaiswara.
3. Formation has a positive and significant effect on the motivation of the Medan Religious Education and Training Center Widyaiswara.

Suggestion

1. The State Administration Institution as the Agency for the Development of Widyaiswara Functional Positions should review the regulations regarding the formation of Widyaiswara and formulate a method for arranging the formation so that it is fairer and more equitable.

2. The Research and Development and Training Agency as a user of the Widyaiswara Functional Position should diversify the types of training so that the number of Widyaiswara formations can be increased.
3. The Indonesian Widyaiswara Professional Association (APWI) as the Widyaiswara professional organization should make an academic study to eliminate the implementation of the Widyaiswara formation so that Widyaiswara will be more enthusiastic in carrying out their duties.

REFERENCES

Afandi, P. 2018. Manajemen Sumber Daya Manusia. Pekan Baru: Zanafa Publishing.

Ajabar. 2021. Reinventing Human Resources Management: Creativity, Innovation and Dynamics. Yogyakarta: Diandra Kreatif.

Donni Juni Priansa. 2016. Perencanaan dan Pengembangan SDM. Bandung: Alfabeta.

Ghozali, Imam. 2014. Structural Equation Modeling, Metode Alternatif dengan Partial Least Square (PLS). Edisi 4. Semarang: Badan Penerbit Universitas Diponegoro.

H. Malayu, S.P. 2017. Manajemen Sumber Daya Manusia. Jakarta: Bumi Aksara.

Hair, J. F. et. al. 2017. A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). SAGE Publications, Los Angeles.

Kementerian Agama Republik Indonesia. 2022. Peraturan Menteri Agama Nomor 15 Tahun 2021 tentang Organisasi dan Tata Kerja Unit Pelaksana Teknis Pendidikan dan Pelatihan Keagamaan sebagaimana telah diubah dengan Peraturan Menteri Agama Nomor 11 Tahun 2022 tentang Perubahan Atas Peraturan Menteri Agama Nomor 15 Tahun 2021 tentang Organisasi dan Tata Kerja Unit Pelaksana Teknis Pendidikan dan Pelatihan Keagamaan. Jakarta.

Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia. 2021. Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia Nomor 42 Tahun 2021 tentang Jabatan Fungsional Widyaiswara. Jakarta.

Khaeruman, dkk. 2021. Meningkatkan Kinerja Manajemen Sumber Daya Manusia Konsep & Studi Kasus. Serang; AA. Rizky.

Lembaga Administrasi Negara. 2008. Peraturan Kepala Lembaga Administrasi Negara Nomor 8 Tahun 2008 tentang Pedoman Penyusunan Formasi Jabatan Fungsional Widyaiswara. Jakarta.

Pemerintah Republik Indonesia. 2003. Peraturan Pemerintah Nomor 97 Tahun 2000 tentang Formasi Pegawai Negeri Sipil sebagaimana telah diubah dengan Peraturan Pemerintah Nomor 54 Tahun 2003 tentang Perubahan Atas Peraturan Pemerintah Nomor 97 Tahun 2000 Tentang Formasi Pegawai Negeri Sipil. Jakarta.

Rivai, V. 2013. Sumber Daya Manusia. Jakarta: Raja Grafindo Persada.

Silaen, Novia Ruth. dkk. 2021. Kinerja Karyawan. Bandung; Penerbit Widina Bhakti Persada Bandung.

Sugiyono. 2013. Metode Penelitian Kuantitatif, Kualitatif dan R & D. Bandung: Alfabeta.

Sutrisno, E. 2011. Manajemen Sumber Daya Manusia. Jakarta: Prenada Media Group.

Tsauri, Sofyan. 2014. Manajemen Kinerja. Jember: STAIN Jember Press.
Wijaya, Candra. 2017. Perilaku Organisasi. Medan: Medan: LPPI.