IJoASER (International Journal on Advanced Science, Education, and Religion)
E-ISSN: 2614-8862 & P-ISSN: 2565-0836
Volume 5, Number 1, March 2022

The Effect of Competence and Career Development on Employee Interest in Certain Functional Positions with Compensation as Intervening Variable

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ARTICLE INFO
Article history:
Received
May 31, 2021.
Revised
January 17, 2022
Accepted
January 19, 2022

ABSTRACT

The problem that occurs are there is lack of still ASN to understanding about JFT, and the formation of ASN placement is still not in accordance with JFT competencies. The purpose of this study is to determine the effect of competence on the interest of employees at JFT, Career Development influences the interest of JFT employees, the effect of competence on compensation. The study was quantitative research , the data collection methods are documentation and questionnaires. Data analysis used Partial Least Square (PLS), the samples of this research are Secretariat General Employees of the Ministry of Religion of the Republic of Indonesia. The results of the research show that competence has a positive effect on employee interest, career development has a positive effect on employee interest, competence has a positive effect on competence has a positive effect on compensation for employees of the Secretariat General of the Ministry of Religion of the Republic of Indonesia

Keywords: *Career Development, Compensation, Employee Interest*

How to cite Veranita, et al., (2022). The Effect of Competence and Career Development on Employee Interest in Certain Functional Positions with Compensation as Intervening Variable *5(1)*. 8-16.
https://doi.org/10.33648/ijoaser.v5i1.104

Journal Homepage https://ojs.staialfurqan.ac.id/IJoASER/

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INTRODUCTION

The government plans to increase the professionalism of Civil Servants throughout the Ministry by converting general functional civil servants into certain functional ones, in other words directing ASN to occupy certain functional positions rather than structural positions, as well as adjusting and rationalizing the organizational structure by removing and/or reducing structural positions. This is because the apparatus that occupies functional positions in Indonesia are still very few, namely around 15.01% (such as auditors, researchers, archivists, librarians, etc.), and functional positions of education and health personnel are around 50.17%. (BKN statistical data for 2019).

Dra. Setiti (2016) states that there is a lack of understanding from ASN regarding JFT where there are still many CPNS/PNS placements and assignments that are not in accordance with the initial formation of JFT. Another reason that causes a lack of interest from ASN according to Elsaida S, Manalu (2019) ASN is that it is still difficult to meet the conditions required for the credit score that must be achieved, because certain functional positions are technical positions, which are not written in

the organizational structure. Even so, certain functional positions are very necessary for the main tasks in government organizations. The regulation that governs JFT is PP No. 40 of 2010.

Research conducted by (Suripto, 2015), "The JFT path is an independent path that requires high responsibility and commitment to be more professional in its field, and to move up to a higher level, a JFT is required to collect credit scores. There is still a mindset of employees who think that structural positions are more prestigious and are "proof of success in a bureaucratic career", while JFT's view is still seen as "parking" or even "outcast" of unelected employees." This is supported by the opinion of Irwansyah (2017), the Regional Secretary (Sekda) of the Kotim district, said "There is still a shortage of personnel willing to fill functional positions, this is due to the educational qualifications for civil servants to be able to occupy functional positions that have not been fulfilled and the lack of socialization related to positions. functional. According to (Adhi, 2018), states "that until now the interest of employees to become structural officials is still relatively higher than being functional officials.

According to Widyastuti and Juliana (Chanifah, 2008) is a desire that is driven by a desire after seeing, observing and comparing and considering the desired needs. Interest can also be interpreted as a tendency of the heart or a higher interest in something. Chaplin's opinion according to Strong (Telvisia & Suyasa, 2008), interest is a collection of likes and dislikes. And everyone must have thousands of activities or habits. Interest leads to activities that are liked, avoids activities that are not liked and interest is a reflection of individual satisfaction. The above agrees with what was stated by (Slameto, 2010) which stated that interest is a sense of preference and a sense of interest in a thing or activity, without anyone telling.

Holand as quoted by Nalad (Chanifah, 2008), interest is an activity or task that arouses feelings of curiosity, attention and provides pleasure and enjoyment. Interest can be an indicator of a person's strength in a certain area where he will be motivated to learn it and show high performance. Hidayat (2013) said that interest contains three elements, namely elements of cognition , emotion , and will. These three elements are divided into several indicators that determine a person's interest in something, namely desire, feeling happy, paying attention, being interested, being active in doing tasks, obeying rules.

Compensation is a way to increase employee productivity to work optimally. This is in line with the opinion expressed by (Veithzal, Ramly, Mutis, & Arafah, 2014), saying that compensation is something that employees receive in exchange for their service contribution to the company. The provision of this compensation is the implementation of human resource management functions related to the provision of individual awards in exchange for carrying out organizational tasks. In addition, compensation is the main reason most people look for work. A similar opinion is expressed by Dessler (2015: 147), who defines employee compensation as covering all forms of payment given to employees and arising from their working relationship. Sofyandi (2013: 159), suggests that compensation is a form of cost that must be incurred by the company in the hope that the company will receive rewards in the form of work performance from its employees (in the government system compensation is given to ASN in the form of performance allowances considering SKP). Hani Handoko (2004), compensation reflects the size of their work among the employees themselves, their families, and the community.

Compensation is a measurement of the work that has been produced by someone according to that opinion. Widodo (2015) defines compensation as an award

or reward received by employees given by the company based on contributions and productive performance with a better one in an organization. Furthermore, Yani (Widodo, 2015) said that compensation is a form of payment in the form of benefits and incentives to motivate employees to increase work productivity. The establishment of an effective compensation system is an important part of human resource management as it will help attract and retain talented workers. According to Hasibuan (2014), compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company.

Compensation is one of the most effective ways to improve employee performance, motivation and job satisfaction. Competence is defined as the behavioral dimension of expertise or excellence of a leader or staff having good skills, knowledge, and behavior. The dimensions are in the form of human resource development, organizational knowledge, and institutional reform. Meanwhile, according to (Veithzal et al., 2014) defines competence as knowledge, skills, and abilities related to non-routine jobs. Another opinion was also expressed by Lyle Spencer and Signe Spencer (1993: 9) in Sudarmanto (2015: 46) who argued that competence is a basic characteristic of individual behavior related to effective reference criteria and or superior performance in work or situations. Meanwhile, Brian E. Becher, Mark Huslid and Dave Ulrich (2001:156) in Sudarmanto (2015:47) define competence as knowledge, skills, abilities, or individual personal characteristics that directly affect job performance. Based on Law Number 5 of 2014 concerning State Civil Apparatus and Government Regulation Number 11 of 2017 concerning Management of Civil Servants and Decree of the Minister of Religion Number 207 of 2013 concerning Guidelines for Implementation of Competency Assessment for Civil Servants within the Ministry of Religion; The competence of civil servants based on their level of position consists of 3 (three) types of competencies, namely Technical Competence, Managerial Competence, and Social Cultural Competence. According to (Simanjuntak, 2011), a person's competence is influenced by several factors that are grouped, namely the ability and work skills, motivation, and work ethic.

The career development can be said to be a condition that indicates an increase in a person's status in the organization in the career path that has been determined in the organization concerned. This is in accordance with the opinion of Ivancevich (Fanani, 2012), who said "career planning involves matching individuals career aspiration with the opportunities available in the organization". Which can be interpreted that career planning is meant to match individual career aspirations with the opportunities that exist in the organization.

Sedarmayanti (2014), argues that professional development is the process of identifying the professional potential of employees and finding and applying appropriate methods to develop their potential. It can be said that career development is an increase in one's potential to carry out career planning. This agrees with what has been stated (Alif, 2015) that professional development is a process of increasing personal work skills, which can be achieved structurally and functionally as needed.

Siagian (2010) also expresses another view in (Lestari, 2015) that professional development is a formal and ongoing effort that helps improve personal skills and plays an important role in the progress of the company. From the above point of view, it can be concluded that career development is a career planning and management effort, which aims to improve the career path of employees, equip them with the ability to work and play an important role in progress and setbacks. career. . company.

The purpose of this study is to empirically test the direct impact of competition on employee interest, to empirically test the direct impact of professional development on employee interest, to empirically examine the direct impact of competition on employee interest in salary and to empirically examine the impact of career development to salary. empirically the direct impact of compensation on benefits, empirically testing the impact of compensation intervention/mediation on the relationship between competition and employee interests, and empirically testing the impact of intervention/mediation compensation on the relationship between career development and employee welfare.

METHODS

This study uses quantitative descriptive research methods. For data sources, the researchers used original data, and the results of the original data in the study were taken from questionnaires distributed to the staff of the Secretariat of the Ministry of Religion. The data collection technique in this study used a stratified random sampling technique, while the data analysis used the partial least squares (PLS) analysis method.

RESULT AND DISCUSSION

Based on Table 1 below, the direct influence between variables can be explained as follows: For example, the impact of competence on the interest of JFT employees, the correlation coefficient value is 0.350, so Competence has a positive effect on the interests of JFT employees. The t-statistical value is 2.781 (> critical 1.96), p-value 0.006, critical value 1.96, and p-value 0.000 <0.05, so hypothesis 1 (H1) competence has a positive and significant effect on JFT employee interest. While the results of hypothesis testing on the effect of career development on employee interest in JFT is the correlation coefficient value of 0.968, so career development has a positive effect on employee interest in JFT. The value of t-statistics obtained is 5.844 (> t-critical 1.96) and p value is 0.000<0.05. It can be interpreted that career development has a significant effect on employee interest from JFT. Therefore, Hypothesis 2 (H2) shows that professional development has a positive and significant effect on employee interest in JFT.

Hypothesis testing on the effect of competence on compensation produces a correlation coefficient of 0.217, so competence has a positive effect on compensation. The t-statistics value obtained is 2,420 (> t-critical 1.96) and p value is 0.016 <0.05, so the influence of competence on compensation is significant. Thus, hypothesis 3 (H3) which states that competence has a positive and significant effect on compensation is accepted.

Hypothesis testing on the effect of career development on compensation produces a correlation coefficient of 0.732, so career development has a positive effect on compensation. The t-statistical value obtained is 8.997 (> t-critical 1.96) and p value 0.000 <0.05, so the effect of career development on compensation is significant. Thus, hypothesis 4 (H4) which states that career development has a positive and significant effect on compensation is accepted.

Hypothesis testing on the effect of compensation on employee interest in JFT produces a correlation coefficient value of 0.515, so compensation has a positive effect on employee interest in JFT. The t-statistics value was obtained 2,331 (> t-critical 1.96) and p value 0.006 <0.05, so the effect of compensation on employee interest in JFT is

significant. Thus, hypothesis 5 (H5) which states that compensation has a positive and significant effect on employee interest in JFT is accepted.

Table 1. Result of Direct Effect Hypothesis Test (path coefficient)

Path Coefficients

Mean, STDEV, T-Values, P-Values | Confidence Intervals | Confidence Intervals Bias Correc... | Samples | Copy to Clipboard: Excel Format | R Format

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X1 (Kompetensi) -> Y (Minat Pegawai JFT)	0.350	0.339	0.126	2.781	0.006
X1 (Kompetensi) -> Z (Kompensasi)	0.217	0.222	0.090	2.420	0.016
X2 (Pengembangan Karir) -> Y (Minat Pegawai JFT)	0.968	0.999	0.166	5.844	0.000
X2 (Pengembangan Karir) -> Z (Kompensasi)	0.732	0.729	0.081	8.997	0.000
Z (Kompensasi) -> Y (Minat Pegawai JFT)	0.515	0.531	0.221	2.331	0.020

Based on Table 2, found that the indirect effect of competence and career development on employee interest in JFT which is mediated by compensation is as follows: has a direct positive effect on employee interest in JFT through compensation mediation. The t-statistics value is 1.998 (> t-critical 1.96) and p value is 0.046<0.05, so the indirect effect of competence on employee interest in JFT is significant. Thus, hypothesis 6 (H6) which states that compensation (Z) mediates the effect of competence on employee interest in certain functional positions is accepted.

Hypothesis testing on the effect of career development on employee interest in JFT mediated by compensation resulted in a correlation coefficient of 0.377, so career development indirectly had a positive effect on employee interest in JFT. The t-statistics value obtained is 2.051 (> t-critical 1.96) and p value is 0.041<0.05, so the indirect effect of career development on employee interest in JFT is significant. Thus, hypothesis 7 (H7) which states that compensation (Z) mediates the effect of career development on employee interest in certain functional positions is accepted.

Table 2. Result of Indirect Effect

Specific Indirect Effects

Mean, STDEV, T-Values, P-Values | Confidence Intervals | Confidence Intervals Bias Corrected | Samples | Copy to Clipboard: Excel Format | R Format

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X1 (Kompetensi) -> Z (Kompensasi) -> Y (Minat Pegawai JFT)	0.112	0.110	0.056	1.998	0.046
X2 (Pengembangan Karir) -> Z (Kompensasi) -> Y (Minat Pegawai JFT)	0.377	0.395	0.184	2.051	0.041

The results of the descriptive analysis show that the overall employee interest variable gets an average value of 3.91, which means that State Civil Apparatus (ASN) employees have a high interest in certain functional positions. The indicator that has the highest average value is the "desire (Y.1)" indicator, with an average value of 4.08. This means that most of the State Civil Apparatus (ASN) employees who are respondents in this study feel they want to become certain functional positions because they are in accordance with their educational background, then want to become certain functional positions because they are in accordance with competence, want to become

certain functional positions if there is a formation. and want to be a certain functional official.

While the descriptive results of the competence variable obtained an average value of 4.04, which means that according to respondents, State Civil Apparatus (ASN) employees already have high competence. The indicator that has the highest average value is the "Self-Concept and Values (X1.3)" indicator, with an average value of 4.14. This means that most of the State Civil Apparatus (ASN) employees who are respondents in this study feel that they have often attended seminars or training, then have discussed important things about work with colleagues, then can direct colleagues in carrying out their duties, have empathy for the circumstances co-workers and quickly adapt to co-workers to get the job done

The results of the career development variable as a whole get an average value of 3.78, which means that according to respondents, State Civil Apparatus (ASN) employees have obtained high career development. The indicator that has the highest average value is the "planning face (X2.3)" indicator, with an average value of 3.96. This means that most of the State Civil Apparatus (ASN) employees who are respondents in this study feel that the current employee position is in accordance with the abilities and expertise of the employee, then the employee has been placed according to the level of education, then the employee has been placed in this position in accordance with the According to his wishes, employees have added knowledge and skills to support their duties and positions, then the workload they receive is in accordance with their duties and positions, and the leadership has provided training/training opportunities to support employee duties and positions.

The overall compensation variable obtained an average value of 3.90, which means that according to respondents, State Civil Apparatus (ASN) employees have received high compensation. The indicator that has the highest average value is the "financial compensation (Z.1)" indicator, with an average value of 4.09. This means that most of the State Civil Apparatus (ASN) employees who are respondents in this study feel that the current salary they receive already reflects a sense of justice in accordance with their competence, workload and risk, then is sufficient and meets the needs of a decent life, then standardization of salary and the benefits applied to my work environment are satisfactory based on workload and work performance. In addition, employees feel that the benefits they receive have increased their enthusiasm and responsibility in completing work, as well as the current performance allowances and job allowances that are in accordance with the workload faced by certain functional officials.

The results of the hypothesis of the Effect of Competence on Employee Interest in Certain Functional Positions found that the p-value of the competency variable on employee interest in JFT was 0.006 which is smaller than the significant level of 0.05 (0.006 <0.05), with a positive coefficient value. of 0.350 and the t-statistical value of 2.781 which is greater than the t-table of 1.96. Hypothesis results the positive influence between competency variables on employee interest in JFT is due to the high competence possessed by ASN employees, shown in descriptive analysis, namely the competence variable obtains an average value of 4.04, which means that according to respondents, State Civil Apparatus employees (ASN) already have high competence. The indicator that has the highest average value is the "Self-Concept and Values (X1.3)" indicator, with an average value of 4.14. The results of this study are in accordance with the theory presented by (Moeheriono, 2012), namely the higher the ability, the higher the achievement of employee performance. Knowledge skills and

abilities are often clearer. Compared to the surface, like human traits, the signs are subtle and can be controlled by external behavior, while motivations and characteristics lie deeper at the center of a person's personality. Therefore, with good personal abilities, it is hoped that one's work motivation can increase even better when doing work. (Carrier et al., 2019).

The results of the hypothesis of the influence of career development on interest obtained the p-value of the variable Career development on employee interest in JFT of 0.016 which is smaller than the significant level of 0.05 (0.016 <0.05), with a positive coefficient value of 0.968 and a t value statistic is 5.844 which is bigger than t table 1.96. Thus, it can be concluded that career development has a positive and significant effect on employee interest in certain functional positions, this result is supported by research from Keith Davis and Wether WB, as quoted by Mangkuprawira (Widodo, 2015: 120) which says that there are 5 (five) factors related to career development, one of which is employee interest..

The results of the hypothesis regarding the effect of competence on compensation obtained the p-value of the competence variable on compensation of 0.016 which is smaller than the significant level of 0.05 (0.016 <0.05), with a positive coefficient value of 0.217 and a t-statistical value of 2,420 which is more large compared to t table 1.96. Thus, it can be concluded that competence has a positive and significant effect on compensation. These results support research (Posuma, 2013) and Putra & Mujiati (2016) who say that by providing good compensation, companies can increase employee job satisfaction.

The results of the hypothesis regarding the p-value of the career development variable towards compensation of 0.000 which is smaller than the significant level of 0.05 (0.000 <0.05), with a positive coefficient value of 0.732 and a statistical t value of 8.997 which is greater than t table 1.96. Thus, it can be concluded that career development has a positive and significant effect on employee interest in certain functional positions. This study supports the results of research conducted by (Juwita, 2014) which states that the provision of compensation based on rank, class, length of work and workload greatly affects the work attitude of employees.

The results of the hypothesis regarding the p-value of the compensation variable on employee interest in JFT is 0.020 which is smaller than the significant level of 0.05 (0.020 <0.05), with a positive coefficient value of 0.515 and a t-statistical value of 2.331 which is greater than with t table 1.96. Thus, it can be concluded that compensation has a positive and significant effect on employee interest in certain functional positions. (Nosin, 2015) which shows that there is a positive influence between compensation (X2) on Employee Interest (Y), and (Fauzi, 2014) which concludes that financial compensation and non-financial compensation influence employee performance with strong enough criteria.

The effect of compensation mediation on the relationship between competence and interest of employees in certain functional positions. It was found that compensation was able to mediate positively on the indirect effect of competence on employee interest in certain functional positions. This result is shown from the indirect effect test which obtained a p-value of 0.046 which is smaller than the significant level of 0.05 (0.046 <0.05), with a positive coefficient value of 0.112 and a t-statistical value of 1.998 which is greater than the t table 1.96. Thus, compensation can partially mediate the influence of competence on employee interest in certain functional positions.

CONCLUSSION

Based on the results of the study concluded that competence has a direct positive effect on employee interest, career development has a direct positive effect on employee interest, competence has a direct positive effect on compensation, career development has a direct positive effect on compensation, compensation has a direct positive effect on employee interest employees in Certain Functional Positions, Compensation is positively able to mediate the relationship between competence and employee interests, compensation is positively able to mediate the relationship between Career Development and Interests of employees in Certain Functional Positions at the Secretariat General of the Ministry of Religion of the Republic of Indonesia. Suggestions for other researchers can increase the number of research samples and expand the field of research

ACKNOWLEDGEMENTS

The researches express gratitude and appreciation for the trust that has been given by Universitas Negeri Jakarta, Indonesia.

AUTHOR CONTRIBUTION STATEMENTS

The authors had participated in the research. The authors processing the finding, evaluation of research, and finishing review process.

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