



## The Effect of Placement, Education and Training on Work Motivation of Civil Servants Study on Regional Secretariat of North Lombok Regency

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### **Abstract**

The purposes of this study are: (1) To find out, analyze, and provide empirical evidence of the Effect of Placement on Work Motivation, (2) To find out, analyze, and provide empirical evidence regarding the Effect of Education and Training on Work Motivation, (3) To find out, analyze, and provide empirical evidence regarding the Effect of Placement, Education and Training on Work Motivation. The type of research is associative quantitative research. The data collection method used by the researcher is the census method involving 72 employees of the Regional Secretariat of the North Lombok Regency Government. Data collection techniques using questionnaires and data collection tools using questionnaires. The data analysis tool uses multiple linear regression analysis. Positive and significant effect on the Work Motivation of Civil Servants at the Regional Secretariat of North Lombok Regency, (2) Civil Servant Education and Training has a positive and significant effect on work motivation Civil Servant of the Regional Secretariat of North Lombok Regency, (3) Placement, Education and Training positive and considerable effect on the Work Motivation of the Regional Secretariat Employees of North Lombok Regency. The results can be used as input and consideration for organizations, particularly the north Lombok Regency Regional Secretariat, in implementing Placement, Education, and Training to improve work Motivation Employee continuously.

**Keywords:** *Placement; Education and Training; Work Motivation*

### **Introduction**

Environmental changes are so dynamic faced by every organization. Organizations are required to be able to adapt and move quickly with changes. Changes in organizational structure are carried out so that the organization can immediately respond to all forms of differences. The reality of the need for changes in the organizational structure has had an impact on individual work motivation. According to Gibson et al. (2012: 126), Work Motivation is a concept that describes the power to act on or within each individual that drives and directs behavior.

Robbins (2003:107) defines motivation as a willingness to spend a high level of effort for organizational goals, which is conditioned by the ability of that effort to meet an individual need. Bernardin and Russell (1993:111) mentioned that to carry out a task well, an employee must have

knowledge, abilities, and skills. Accuracy between job placement criteria and characteristics will support employee work motivation to produce the best performance. It can be shown by the attitude of employees towards the work given. The proper employee work placement will increase the morale and mental arousal of the employee's employment, encouraging employees to work harder, or called work motivation.

In addition to the placement factor, education and training can also determine the level of employee motivation. Effective teaching and training play a significant role in encouraging employee motivation. Organizations need human resources with a solid drive to work continuously to keep up with changes and rapid developments in information technology. Training is also a part of the strategy used to maintain competitiveness with reliable human resources. Training should be planned systematically and continuously. It starts with needs analysis and specification of training objectives, followed by careful design and implementation of training.

The implementation of excellent public services is determined by various factors, including the professionalism of the apparatus, while to get the demands of the organization needs a professional machine and the quality of apparatus resources. It is essential because public services are directly related to meeting the wider community's needs and significantly affect the achievement of organizational goals as a whole.

By the role of Civil Servants, in the Law of the Republic of Indonesia Number 43 of 1999 concerning amendments to Law Number 8 of 1974 concerning the Principles of Employment as contained in Article 1 Paragraph 1, it is stated that a Civil Servant is every citizen of the Republic of Indonesia, Indonesia, who is authorized and assigned tasks in a state office or entrusted with other state duties and is paid according to the applicable laws and regulations.

By the definition of Civil Servants above, the obligations of Civil Servants are based on Government Regulation of the Republic of Indonesia Number 94 of 2021 concerning Employee Discipline as stated in Article 3, part one concerning the obligations of Civil Servants. In this case, several paragraphs contained in Article 3 of Government Regulation Number 94 of 2021 regarding the commitments of Civil Servants can reflect the readiness of employees to work and discipline employees in obeying office regulations; it is a form of the role of Civil Servants who work optimally and by with the applicable legislation, and this all means that civil servants have a vital role in maintaining the running of an organization's life cycle and is very decisive in achieving the goals that have been set. Without maximum employee performance, activities in an organization will not be possible. Therefore, to implement the organization in a better direction, it is necessary to know the character or essential human nature in the management or achievement of the organization.

According to Nitisemito (2007), education and training is an activity of a company or agency that intends to improve and develop employees' attitudes, behavior, skills, and knowledge. One of the objectives of implementing education and training, according to Hasibuan (2015), is to strengthen the mood and spirit of service-oriented service, protection, and community empowerment.

According to Hasibuan (2015), proper employee placement is one of the keys to getting employees to have high work motivation. The results of previous research, namely by Gunawan, Musadieq, & Utami (2017) found that work placement significantly affected work motivation. This study's results differ from previous research by Imam, Putra, & Windijarto (2013). They found that the work placement variable has no effect on work motivation in Functional ASN at the Center for Environmental Health Engineering and Disease Control (BBTKLPP) Surabaya. Likewise, the research results from Suswati (2021) found that work placement had no significant effect on work motivation.

Several previous researchers said that education and training significantly affected work motivation. The results of prior research by Nazar (2014) found that education and training greatly

influenced employees' work motivation. BTPN Pakis Malang Branch. Likewise, Purnama's 2016 research results show that education and training substantially affect Teacher Work Motivation at the Daarul Aqila Foundation Medan. The opposite finding of a study conducted by Nurhayat & Wahyuni (2021) shows that direct training has no significant effect on the motivation of Outsourced Personnel at the Representative Office of SMK Migas Sumbagut. Likewise, Ashri's research (2019) that education and training have no significant effect on work motivation.

As the youngest regency in West Nusa Tenggara Province, by Law Number 26 of 2008 concerning the Establishment of North Lombok Regency in West Nusa Tenggara Province, where at the beginning of the placement of employees, North Lombok Regency Employees are transfer employees from the West Lombok Regency Government, so the specifications The post of employees in North Lombok Regency is still felt to be inappropriate between the expected job competencies and those of the position holder or holder.

It seems that in the absence of integrated and comprehensive data, as well as the unavailability of maps, the development of quality human resources in formulating data on education and training needs in determining policies, especially in improving human resources. As an implication, the government is relatively new and still focused on development, plus North Lombok Regency was an area affected by the earthquake. Currently, the government's focus on developing human resources for the apparatus is still not a priority; many civil servants have never attended technician or special training. This study wants to provide empirical evidence of the Effect of Placement, Education, and Training on the Work Motivation of Civil Servants in the Regional Secretariat of North Lombok Regency.

## **Literature Review**

### **Placement**

Placement is assigning tasks and jobs to workers who pass the selection to be carried out according to a predetermined scope and can take responsibility for all risks and possibilities in their duties and staffing, authorities, and guilt (Siswanto, 2005). According to Soedjadi (2001), Work placement is a process of activities carried out to determine a person in a position by the required formation. It means that employee work placements are carried out to fill in figures tailored to the abilities, skills, and expertise of the employees concerned. Siagaan (2003:103) states that work placement is an action to improve employee performance because, with the proper work placement, it will be more effective in carrying out its duties. A similar opinion was also conveyed by Wursanto (2001) that if someone is placed in harmony between his skills and expertise in his field of work, the employee will be more passionate about carrying out his duties which will lead to an increase in the performance of the employee concerned.

The choice of placement method is critical to implement so that it effectively supports the achievement of company goals—managers who are capable and apply appropriate and effective strategies in carrying out their duties. The placement of employees, such as promotions, transfers, and demotions, should be carried out with effective and efficient methods to achieve optimal benefits.

According to Nawawi (2005), employees must be placed with more apparent positions and roles in the work of both old and new employees obtained as a result of selection; employee placement must be by staffing, knowledge, skills, and experience.

### **Education and Training**

According to Fuad (2005), education is a human effort to need and develop innate potentials both physically and spiritually by the values that exist in society and culture that are set in life and life that

occurs in an educational process. Another opinion of Suwatno (2013) is that education is an activity to maintain and improve employee competence to achieve organizational effectiveness, which is carried out through career development, education, and training.

According to Sakula in Mangkunegara (2009), training is a short-term educational process that uses systematic and organized procedures in which non-managerial employees learn technical knowledge and skills for limited purposes. According to Nitisemito (2007:86), education and training are an activity of a company or agency that intends to improve and develop employees' attitudes, behavior, skills, and knowledge.

From some of the definitions above, it can be concluded that education and training are activities to improve and develop employees' attitudes, behavior, skills, and knowledge so that they are by the organization's needs. According to Hasibuan (2015), The role of education and training for Civil Servants is the realization of government officials who have the abilities or characteristics that should be possessed by the apparatus, which include the knowledge, skills, and behavioral attitudes required based on the competence of the tasks and positions to be carried out, another target of training and education is to ensure that the organization has people -quality people to facilitate the achievement of organizational goals and improve the performance of individuals, groups, and organizations.

### Work Motivation

According to Gibson et al. (2012), Work Motivation is a concept that describes the forces acting on or within each individual that drives and direct behavior. Robbins & Judge (2013) define work motivation as a process representing an individual's intensity, direction, and persistence in achieving a goal. Meanwhile, Luthans (2011) explains work motivation as a process that begins with a physiological or psychological deficiency that drives behavior or encouragement aimed at goals or incentives.

Herzberg in Gibson, Invancevics & Donnelly (2013) conveys a theory of motivation that can motivate a person to work optimally known as intrinsic and extrinsic work motivation. Intrinsic work motivation is the motivation that is directly associated with the performance of tasks, which include: recognition, achievement, the possibility to grow, the opportunity to progress, and the work itself. At the same time, extrinsic work motivation is the motivation that surrounds the career, which includes; salary, relationship with co-workers, technical supervision, working conditions, and job security.

### Conceptual Framework

Based on the theory that has been put forward, previous research, and the relationship between variables, the following conceptual framework can be described:

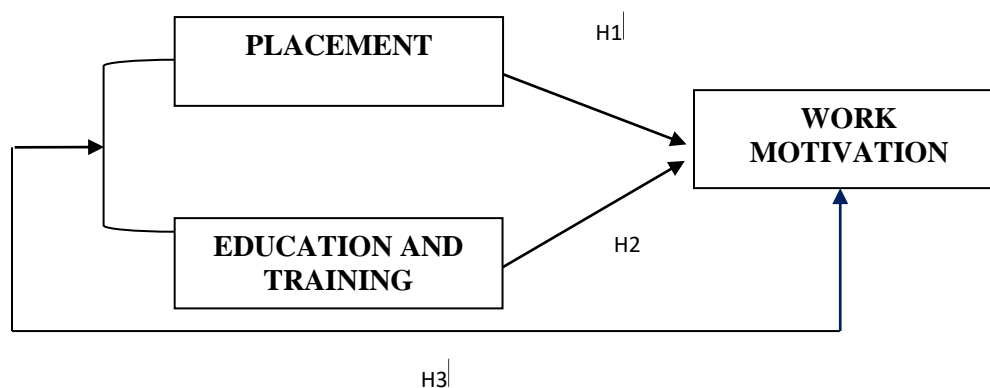


Figure 1. Research Conceptual Framework

Based on expert opinion (theory) and the results of previous research, the hypotheses that can be proposed in this study are as follows:

H1: It is suspected that employee placement has a significant effect on work motivation

H2: It is supposed that education and training have a significant impact on employee work motivation

H3: Allegedly, Placement, Education, and Training have a substantial effect on Employee Work Motivation

### **Methods**

This study uses a quantitative approach with the type of associative research. According to Sugiyono (2016: 55), causal associative research aims to determine the relationship between two or more variables. This research was conducted on the Civil Servants of the Regional Secretariat of North Lombok Regency. Respondents in this study were all Regional Secretariat Employees of North Lombok Regency, amounting to 72 people. Because the population is not too large and can still be reached, the researchers used the census method. A questionnaire is the primary data collection tool to obtain specific information (Usman & Akbar, 2008).

Data collection tools that will be used are questionnaires and documentation. The questionnaire is a research instrument consisting of a series of questions that aim to collect information from respondents. At the same time, documentation is the collection of data on documents owned by the object of research, which in this study is in the form of data and the number of existing employees. This study uses a Likert scale to measure employee perceptions of the phenomenon of the variables studied. Assigning weights to each variable for each item/question provides answer choices with a vulnerable scale of 1-5—statistical Analysis with Multiple Linear Regression. Multiple linear regression test to find out how much the independent variables tested can affect the shift in the value of the dependent variable. A partial test (t-test) is used to test the truth of the hypothesis (Echdar, 2013). ANOVA test (F test) is used to test the confidence level of the influence between the independent variables simultaneously or together on the dependent variable (Sugiyono, 2014).

### **Research Result**

#### **Multiple Linear Regression Analysis**

Multiple regression analysis was used to determine the effect of Placement Education and Training on Work Motivation at Regional Secretariat of North Lombok Regency. To see how the regression function that can be formulated from the calculation results can be seen in table 1. below.

Table 1. Significance of Individual Parameters

| Model |                        | Unstandardized Coefficients |            |
|-------|------------------------|-----------------------------|------------|
|       |                        | B                           | Std. Error |
| 1     | (Constant)             | 0.242                       | 0.260      |
|       | Placement              | 0.276                       | 0.088      |
|       | education and training | 0.699                       | 0.122      |

a Dependent Variable: Work Motivation

Through table 1. above, the function of linear regression can be formulated as follows:

$$Y = 0.242 + 0.276X_1 + 0.699X_2$$

Information:

Constant = 0.242                      Y = Work Motivation

b1 = 0.276                      X1= Placement

b2 = 0.699                      X2= Education and Training

The linear function mentioned above can be described as follows. The constant value of 0.242 means that if each independent variable, namely Placement and Education and Training, has a value of 0, then Work Motivation of Civil Servant at Regional Secretariat of North Lombok Regency is 0.242. It means that work motivation when there is no education and training and no placement is 0.242.

The regression coefficient of Placement ( $b_1$ ) which is worth 0.276, means that if the Placement variable ( $X_1$ ) is added to the research model, it has an effect on Work Motivation is 0.276. Placement regression coefficient ( $b_1$ ), which has a positive value, means that the more appropriate the Placement, the work motivation of Civil Servant at Regional Secretariat of North Lombok Regency will be higher, Vice versa.

The regression coefficient of Education and Training ( $b_2$ ), worth 0.699, explains that if the Education and Training variable ( $X_2$ ) is added to the research model, it affects Work Motivation by 0.699. The positive value of the Education and Training regression coefficient ( $b_2$ ) means that more effective the Education and Training, higher Work Motivation of Civil Servant at Regional Secretariat of North Lombok Regency. Vice versa.

### Partial Significance Test Results (T-Test)

To see how the partial influence between Placement, Education and Training, and Work Creativity on Work Motivation of North Lombok Regency Regional Secretariat Employees test is used. The information in table 2., shows that the positive t-count for the Placement variable is 3.149, and the positive t-count for the Education and Training variable is 5.709. it is necessary to compare the t count with the t table to find answers to the existing hypotheses.

Table 2. T-Test Results of Independent Variables on The Dependent Variable

| Model                  | Unstandardized Coefficients Beta | Tcount | Sig.  | Note.    |
|------------------------|----------------------------------|--------|-------|----------|
| Placement              | 0.276                            | 3.149  | 0.002 | Received |
| Education and Training | 0.699                            | 5.709  | 0.000 | Received |

Dependent Variable: Work Motivation

By using a 95% confidence level where  $\alpha = 5\%$  (0.025;0.050 with  $df = \text{total population} = 72$  in the t-distribution table), the results for the t-table are 1.993 (appendix 7). From the table, the t count  $>$  t table of each variable, as well as the significance value of each variable, is lower than the error tolerance value of 5% (0.05); it can be concluded that the formulation of the hypothesis that has been proposed with an explanation below this.

The first hypothesis (H1) states that "More appropriate the placement, higher Work Motivation at Regional Secretariat of North Lombok Regency," which has been proposed and proven by the results of the T-test where t count Placement  $>$  t table (3.149  $>$  1.993). In addition, a significance value of 0.000 which is smaller than 0.05 (5%), indicates that Placement has a significant effect on work motivation at

Regional Secretariat of North Lombok Regency, meaning that more appropriate placement, higher the work motivation. Therefore, it can be said that the first hypothesis (H1) is acceptable.

The second hypothesis (H2) states that "Better Education and Training, higher Work Motivation at Regional Secretariat of North Lombok Regency," which has been proposed and proven by the results of the T-test with a t-count value of Education and Training  $>$  t table ( $5.709 > 1.993$ ). In addition, a significance value of 0.000 which is smaller than 0.05 (5%), indicates that Education and Training have a significant effect on Work Motivation at Regional Secretariat of North Lombok Regency, meaning that better Education and Training, higher the Work Motivation at Regional Secretariat of Lombok Regency. North. Therefore, it can be said that the second hypothesis (H2) is acceptable.

### F-Test Analysis Results

F-test is used to determine the feasibility of the effect caused by the independent variables on the dependent variable together (Priyatno, 2008). In other words, this test aims to see how the appropriateness of the influence of Placement, Education and Training, and Work Creativity on Work Motivation at Regional Secretariat of North Lombok Regency. The following is presented in table 3., the results of the F test calculations.

Table 3. F-Test Results of Independent Variables on The Dependent Variable<sup>a</sup>

|   | Model      | Sum of Squares | df | Mean Square | F       | Sig.               |
|---|------------|----------------|----|-------------|---------|--------------------|
|   | Regression | 27.946         | 2  | 13.973      | 118,917 | 0.000 <sup>b</sup> |
| 1 | Residual   | 8.108          | 69 | 0.118       |         |                    |
|   | Total      | 36.053         | 71 |             |         |                    |

a. Dependent Variable: Work Motivation

b. Predictors: (Constant), Placement, Education, and Training

Based on table 3. above, the calculated F significance value is 0.000, which is lower than the alpha standard of 5% (0.05). So it can be concluded that Placement, Education, and Training significantly affect the Work Motivation at Regional Secretariat of North Lombok Regency, so the fourth hypothesis (H3) can be accepted.

### Coefficient of Determination ( $R^2$ )

The analysis of the coefficient of determination ( $R^2$ ) in multiple regression analysis is used to determine the percentage contribution of the influence of the independent variables ( $X_1$  and  $X_2$ ) simultaneously on the dependent variable (Y). This coefficient shows how large the percentage of variation of the independent variable used in the model can explain the variation of the dependent variable. The results of determination ( $R^2$ ) is 0.880; this means that 88 percent of the variation in Civil Servant Motivation at Regional Secretariat of North Lombok Regency can be explained by variations of the three independent variables, namely Placement, Education and Training. At the same time, the remaining 12 percent is explained by other reasons from outside the model that is not included in this research model, such as compensation, organizational culture, work environment, job satisfaction, commitment, and others.

## Discussion

### The Effect of Placement on Work Motivation

The study results show that Placement has a positive and significant effect on Work Motivation at Regional Secretariat of North Lombok Regency. It means that the more appropriate the placement, the higher Civil Servant motivation; conversely, lower the Placement, then lower the work motivation.

Every work carried out has a purpose. Purpose serves to direct behavior, as well as employee placement, human resource management, and placing an employee or prospective employee with the aim of, among other things, so that the employee concerned is more efficient in carrying out the assigned work, as well as to improve abilities and skills as the basis for smooth tasks.

Mondy (2008:252) explains that, in general, organizations or agencies hold employee placements with the aim of job placement to seek the right people in the right places to increase work effectiveness and improve employee performance; work placements as a step to increase morale and enthusiasm for work, placement work to increase fair competition, work placements to replace vacant positions, job placements for promotion and Placement to reduce labor turnover. This finding is in line with the results of previous research, namely Gunawan, Musadieq, & Utami (2017), who found that work placement significantly affected work motivation.

### **The Effect of Education and Training on Work Motivation**

The study results show that Education and Training positively and significantly affect Work Motivation at Regional Secretariat of North Lombok Regency. It means that the better the Education and Training, the higher Civil Servant Motivation at Regional Secretariat of North Lombok Regency; on the contrary, the less good the Education and Training, the lower the Work Motivation at Regional Secretariat of North Lombok Regency.

It can be supported by Notoatmodjo (2003); Education and Training can be seen as a form of investment. Therefore, every organization or agency that wants to develop education and training for its employees must receive excellent training because human resources or employees who occupy a specific position in the organization do not have full capabilities by the requirements needed in that position. The results of this study are reinforced by research conducted by Angelina & Mota (2014) that education and training significantly influence work motivation.

### **The Effect of Placement, Education, and Training on Work Motivation**

The research shows that Placement, Education, and Training together positively and significantly affect Work Motivation. It means that the Placement, Education, and Training at Regional Secretariat of North Lombok Regency, which is increasingly suitable and well implemented, can increase Civil Servant Work Motivation.

Training is essential for companies that want to advance, especially in anticipating technological advances. Training is expected to improve the skills and expertise of employees because skills and expertise are needed in every company activity. If every employee already has the skills needed by the company, this encourages employees to improve the quality of their work quality. Training is an effort to foster a workforce, namely the knowledge, skills, and abilities of employees in carrying out their duties (Hasibuan, 2001).

The purpose of the training program is to mobilize the workforce's potential, considering that the self-development of the workforce is relatively slower than training, and all of this is the responsibility of the company's leaders, both directly and indirectly, and will affect the work efficiency of employees. Workforce development aims to have the ability, knowledge, and high loyalty to carry out the work effectively (Effendy, 2009).

### **Conclusion**

From the results of the research and discussion above, the conclusions the research that Placement positively and significant effect on the Work Motivation. Education and training significantly



affect the work motivation. Placement, Education, and Training significantly affect the Work Motivation of Civil Servant at Regional Secretariat of North Lombok Regency.

### ***Managerial Implications***

The results of this study can be used as input and consideration for organizations, in particular North Lombok Regency Regional Secretariat, in implementing Placement, Education, and Training to improve Work Motivation Employee continuously. Practically the results of this research can also be used as material for analysis and evaluation as well as development material at Regional Secretariat of North Lombok Regency to continue to improve Civil Servant motivation which will ultimately improve their performance. Efforts that can be made are to direct Civil Servants to be even more enthusiastic in carrying out work according to their primary duties and responsibilities and to provide the broadest possible opportunities in capacity development programs at North Lombok Regency Secretariat work unit such as vocational education programs, courses, training, and upgrading to support their work.

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