

The Effect Of Widyaiswara Functional Position Formation On Motivation, Work Discipline, And Performance Of Widyaiswara Functional Officials At Medan Religious Training Center

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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 is one of the determining factors for the success rate of an organization in achieving its vision and mission. An organization that has quality human resources, has proven to be able to answer the challenges and demands in running the wheels of the organization. In an effort to get quality human resources, employee planning is one of the essentials. Good employee planning will certainly produce quality human resources in accordance with the demands of the organization.

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

In carrying out these tasks and to achieve organizational goals, BDK Medan has one type of Functional Position (JF), namely Widyaiswara. The government has issued several regulations related to Widyaiswara, most recently with the issuance of the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 42 of 2021 concerning Widyaiswara Functional Positions. In the regulation, precisely in Article 1 number 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 training quality assurance in the context of competency development located in training organizing institutions in Government Agencies.

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

1. Widyaiswara Ahli Pertama (Assistant Trainer);
2. Widyaiswara Ahli Muda (Junior Trainer);
3. Widyaiswara Ahli Madya (Senior Trainer); and
4. Widyaiswara Ahli Utama (Prime Trainer).

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

Table 1. Distribution of Widyaiswara Formation

No	Position Level	Number of Formations
1.	Widyaiswara Ahli Utama	32
2.	Widyaiswara Ahli Madya	222
3.	Widyaiswara Ahli Muda	109
4.	Widyaiswara Ahli Pertama	35

From the table above, we know that for example, someone who occupies the position of Widyaiswara Ahli Pertama, the person concerned will not be able to occupy the position of Widyaiswara Ahli Muda if the number of Widyaiswara Ahli Muda formations has been fulfilled, and so on until the position level of Widyaiswara Ahli Madya. By determining the number of formations, it will certainly affect the stakeholders of JF Widyaiswara. If in the past every JF Widyaiswara could be free to get a level increase, with the presence of this letter, JF Widyaiswara's level increase became hampered.

In carrying out their duties, a functional official has a wide range of motivations. One of them is promotion to the rank and rank. This promotion 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 widyaiswara will try to work as well as possible. Although 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 functions. Discipline is also one way to train training to improve and shape the knowledge, attitudes and behavior of employees so that employees can work cooperatively with other employees and improve their work performance (Marnisah, 2021). One of the disciplinary factors (Sutrisno in Marnisah, 2021) is the provision of compensation. In this case, restrictions on the promotion of widyaiswara levels and ranks will certainly affect the increase in compensation (salary and benefits) of widyaiswara in carrying out their duties.

The achievement of employee achievements every year is 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 certainly also show his best performance in the organization. This good performance will directly or indirectly also affect the individual concerned. Certain compensation will also be obtained with such good performance. Since the establishment of the

Widyaiswara Formation of the Medan Religious Training Center, there have been significant changes to the position level and rank of Widyaiswara. Whether the formation will affect the motivation, discipline, and performance of Widyaiswara Balai Diklat Agama Medan. For this reason, the author is interested in researching this.

RESEARCH METHODS

The type of research used is quantitative associative. Quantitative Associative is a study that aims to determine the relationship between two or more variables (Sugiyono, 2018). In this study, the exogenous variable is Widyaiswara Formation (X). While the endogenous variables are Motivation (Y1), Discipline (Y2) and Performance (Y3). This research was carried out at the Medan Religious Training Center from March 2023 to July 2023.

RESULT AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specification 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 of the value limit is 0.7, as well as the value limit. Average.. Variance.. Extracted. (AVE) is 0.5, if above the value is said to be valid. This means that the value for the indicator is said to be valid, if the indicator describes the construct variability with a value of > 0.7. The structural model in this study is shown in the following figure:

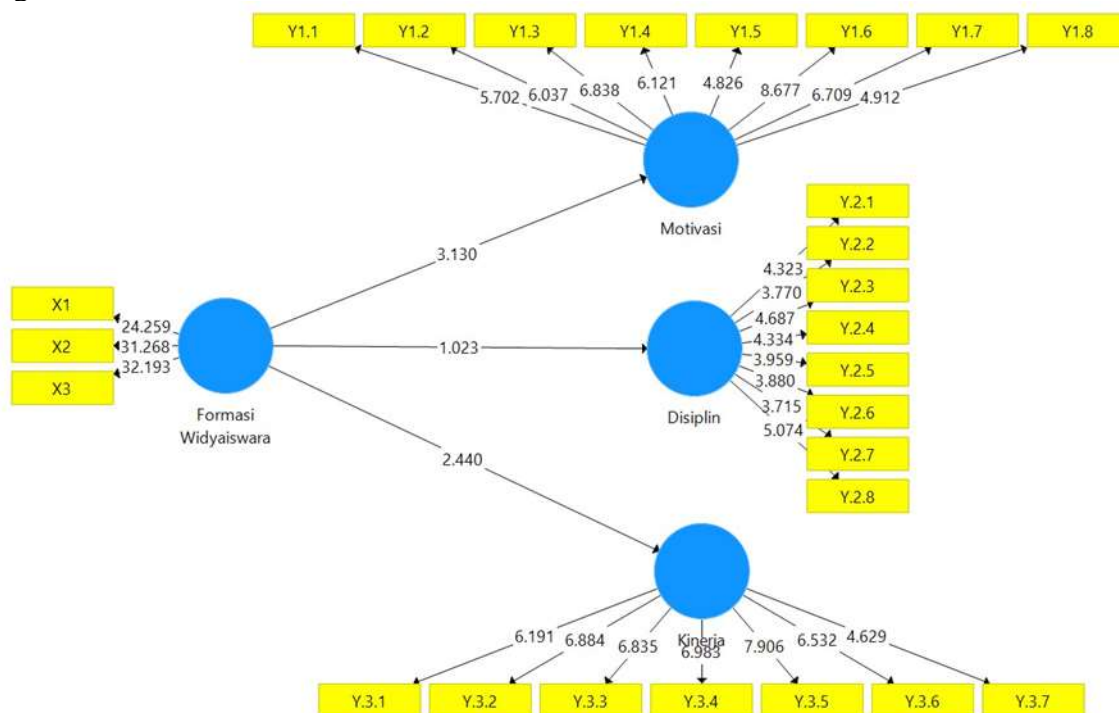


Figure 1. Outer Model

Smart PLS output for loading factor gives the following table results: Outer Loadings In this study there are similarities and the equation consists of two substructures, namely:

Substructure 1:

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0,627X_1 + 0,370 X_2 + e_1$$

Substructure 2:

$$Y = b_3X_2 + b_4X_1 + b_5Z + e_2$$

$$Y = 0,850X_2 - 0,367X_1 + 0,432Z + e_2$$

Table 2. 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			
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

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

2. Discriminat Validity

Further research knows valid data by Discriminating Validity. This aims to determine whether the cross loading value is greater than other latent variables, thus determining the results

of the indicator are highly correlated with the construct. The table below shows the results of cross loading from validity testing as follows:

Table 3. 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
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

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

3. Composite reliability

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

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Discipline (Y2)	0,927	0,938	0,656

Widyaswara Formation (X)	0,912	0,943	0,847
Performance (Y3)	0,938	0,949	0,729
Motivation (Y1)	0,940	0,950	0,704

In table 4 above, it can be seen in the Cronbach Alpha column that the value of each variable is greater than 0.6, which means reliable data. In the composite reliability column, all values are greater than 0.6 so that it can be explained that each variable is considered reliable. Furthermore, in the AVE column, each variable gets a value greater than 0.6 which means that the data is valid in AVE. All variables from the Cronbach alpha column, reliability column and AVE column contain values greater than 0.6 so that 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 made is strong and appropriate. The stages of examination carried out in the primary model assessment are 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 5. R² Result

	R Square	Adjusted R Square
Discipline (Y2)	0,093	0,058
Performance (Y3)	0,192	0,161
Motivation (Y1)	0,135	0,102

From the table above, we can see the value of R square. 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. As for the Performance variable, it has a value of 0.192 above 19.2%. This means that Formation has an effect of 19.2% on Performance. As for the Motivation variable, the R square value is 0.135 or 13.5%. This means that formation affects motivation by 13.5%. So from this we can conclude the following things:

1. Formation affects Discipline by 9.3%;
2. Formation affects Performance by 19.2%; and
3. Formation affects motivation by 13.5%.

While the rest were influenced by other variables that were not studied in this study.

2. Hypotheses Testing

After assessing the inner model, then here is to assess the connection between idle builds as alleged in this review. Speculative testing in this review was done by looking at T-Statistics and P-Values. Speculation was announced acknowledging whether the T-Insights value > 1.96 and the P-Values <0.05. Next comes the consequence of the Road Coefficient of direct impact

Table 6. Path Coefficients (Direct Effects)

	Original Sample (O)	Sample Average (M)	T Statistik (O/STDEV)	P Values	Result
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

From the table above, there are 3 hypotheses, with details of 1 hypothesis rejected and 2 hypotheses 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 P Value of 0.307 > 0.05 meaning that Widyaiswara Discipline is not affected by Widyaiswara Formation. Although formation may have an impact on the career of the widyaiswara, there are other factors that cause the widyaiswara to continue to carry out discipline in their duties.
2. Formation has a positive and significant effect on Performance with the original sample of 0.438 and P values of 0.015 < 0.05 meaning that Formation affects Widyaiswara Performance. With the limitation of formation, the performance of widyaiswara also decreased even slightly.

Formation has a positive and significant effect on Motivation with original sample values of 0.367 and P values of 0.002 > 0.05 meaning that Formation affects Widyaiswara Motivation in work. The career path is limited by formation, causing widyaiswara to experience a decrease in motivation. The achievement of credit scores that have met the requirements for a level increase does not automatically increase the position level as long as the level formation is still filled.

CONCLUSION

The conclusions in this study are as follows:

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

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