

The Influence of Emotional Intelligence and Career Development on Employee Performance

Shinta Oktafien¹, Bachtiar Usman², Sarfilianty Anggiani³

^{1,2,3}Fakultas Ekonomi dan Bisnis, Universitas Trisakti, Indonesia

E-mail: shinta.oktafien@widyatama.ac.id¹, bahtiar.deteo@gmail.com², sarfilianty@trisakti.ac.id³

ABSTRACT

This research is motivated by the low performance results shown by permanent lecturers at "B" Accredited Private Universities in Bandung City, especially in the field of research with the obligation for each lecturer to publish their scientific work in national or international journals. The aim of this research is to analyze the influence of Emotional Intelligence and Career Development on Employee Performance. This research is included in quantitative research which is used to test hypotheses with the results in the form of the significance of the relationship between the variables studied. The population of this study was all permanent lecturers at a "B" accredited private university in the city of Bandung, totaling 1009 people and with a sample size of 286 respondents. And the sampling technique used in this research is cluster sampling. Meanwhile, the data analysis used in this research is in the form of multiple regression analysis calculated using the SPSS 23.00 program. The research results show that Emotional Intelligence and Career Development, both partially and simultaneously, show a significant influence on Employee Performance.

Keywords: Emotional Intelligence, Career Development, Employee Performance

INTRODUCTION

Knowing to what extent employees are able to demonstrate their work results at work has a very important meaning for an organization. By knowing the results of employee performance, the organization can find out the strengths and weaknesses that its employees have while working, so that the organization can plan the steps that need to be taken in an effort to strengthen the strengths of its employees, as well as efforts to improve weaknesses that might become obstacles for the employees concerned to show their best work results while working. As stated by Nuramalia (2016) related to the objectives of performance appraisal in general, including: 1) To find out the goals and objectives of management and employees; 2) Motivate employees to improve their performance; 3) distributing rewards from organizations or agencies in the form of increases in salaries or wages and fair promotions; and 4) Conduct personnel management research.

The performance of lecturers, especially in the fields of research and publications, greatly influences the reputation of higher education institutions, especially in terms of obtaining an increase in accreditation ranking, which results in an increase in the popularity of the educational institution. Apart from that, lecturers' research performance can also have an impact on the recognition received by universities from national and international institutions. In this way, lecturer performance can strengthen the position of universities in the world of education (Wahyudi, 2020).

The importance of lecturers' performance in the field of research and publication was strengthened by the issuance of Regulation of the Minister for Controlling State Apparatus and

Bureaucratic Reform No. 17 of 2013 concerning Lecturer Functional Positions and Credit Scores which requires every lecturer to conduct research and publish research articles in scientific journals. Apart from that, the regulation also explains the requirements for promotion to a lecturer's rank or functional position which requires a lecturer to conduct research and publish it in scientific journals. In addition, the government also issued Permenristekdikti No. 20 of 2017 which aims to encourage lecturers to be more active and productive in publishing their scientific staff in national or international journals, so that the number of lecturer publications in Indonesia increases and is able to compete with publications from other countries.

However, in carrying out their functions, a lecturer is not always able to show good performance results, especially in terms of publishing his scientific work in reputable and indexed journals, both national and international journals. Several factors contribute to the low performance of lecturers in the field of research and publications in the world of higher education in Indonesia, including (PTI, 2020): 1) Research or studies which are still seen as one of the additional tasks of lecturers which are not integrated into part of main duties of a lecturer; 2) Availability of work facilities and infrastructure or inadequate work infrastructure; 3) A performance appraisal system that actually provides a disincentive for lecturers who are able to publish their research articles in scientific journals; and 4) A lecturer is busy with various administrative activities at work.

Table 1. Ranking of the Number of Scientific Research and Publications in Universities in Indonesia

No	Name of College	Scores for the Last 3 Years	Total Score
1	Gadjah Mada University	1.464.958	3.262.016
2	University of Indonesia	846.701	2.097.736
3	Airlangga University	827.178	1.533.907
4	Bogor Agricultural Institute	705.419	1.796.140
5	Padjadjaran University	681.575	1.387.481
6	Diponegoro University	588.803	1.452.065
7	Bandung Institute of Technology	586.807	1.772.275
8	Sebelas Maret University	554.532	1.096.131
9	Brawijaya University	532.939	1.128.483
10	Hasanuddin University	489.158	980.677
11	Andalas University	482.360	1.005.101
12	Udayana University	427.946	987.722
13	Sepuluh Nopember Institute of Technology	423.764	934.283
14	State University of Semarang	398.630	999.163
15	Bina Nusantara University*	389.124	651.603
16	Indonesian Education University	384.153	806.421
17	State University of Malang	349.472	676.101
18	State University of Jakarta	333.135	569.285
19	Telkom University*	329.457	624.111
20	State University of Padang	319.374	690.514
21	State University of Surabaya	314.831	551.314
22	Pamulang University*	299.275	433.487
23	University of Northern Sumatra	297.466	698.136

No	Name of College	Scores for the Last 3 Years	Total Score
24	Muhammadiyah Surakarta University*	278.783	546.351
25	Jember University	266.875	569.258
26	State University of Makassar	256.478	483.214
27	Syiah Kuala University	249.062	572.760
28	Muhammadiyah Yogyakarta University*	237.376	347.675
29	Tarumanagara University*	234.495	286.985
30	Sriwijaya University	230.677	539.536
31	Mataram University	226.662	493.520
32	State University of Yogyakarta	221.473	499.658
33	Ahmad Dahlan University*	206.341	399.229
34	Mercu Buana University*	201.414	268.053
35	Ganesha University of Education	200.578	438.868
36	Riau University	192.326	529.014
37	National Research and Innovation Agency	187.206	691.970
38	Jambi University	182.254	360.063
39	Muhammadiyah University of North Sumatra*	178.796	262.303
40	Sam Ratulangi University	177.470	450.726
41	Muhammadiyah Malang University*	175.410	333.503
42	17 Agustus 1945 Surabaya University*	169.278	255.591
43	Indonesian Islamic University *	162.306	373.302
44	Lambung Mangkurat University	151.584	328.185
45	Tanjungpura University*	148.814	331.009
46	Malang Islamic University*	139.855	234.494
47	Singaperbangsa Karawang University	136.971	189.009
48	State University of Gorontalo	133.570	246.470
49	Bengkulu University	127.847	262.713
50	Ibn Khaldun Bogor University*	125.269	198.345

Description: * Private Higher Education

Source: SINTA-Science & Technology Index, Kementerian Ristek Dikti, 2022

By referring to the data shown in the table, it is known that the performance of lecturers in the field of research, especially the performance of lecturers at Private Universities (PTS), is still considered very low or less productive in producing scientific work that can be published in national and international scientific journals. Only a few private universities (PTS) are included in the ranking of the 50 universities and research institutions in Indonesia which have the best scores in the category of number of research and scientific publications out of the many universities or research institutions whose research rankings are rated at 3 (three) last year. Meanwhile, for Private Universities (PTS) in West Java Province, especially PTS from Bandung City, there are only two PTS that are included in the lecturer's research ranking. In fact, West Java is the province with the largest number of private universities in Indonesia,

which means the number of lecturers teaching is much greater than the number of lecturers at State Universities (PTN). Thus, the greater the number of lecturers who work and have careers at private universities (PTS), the greater the number of scientific works published in national or international scientific journals.

A person's work performance can be influenced by various factors. As expressed by Mangkunegara (2016) who states that there are several factors that influence the achievement of employee performance results, including: 1) ability factor, which psychologically means the employee's ability consists of potential ability (IQ) and reality abilities (education) and motivation factors which are formed through a person's attitude in facing situations. Meanwhile, previous research also stated that a person's performance getting better can be influenced by various factors. For example, the results of a study from Warsindah, L. (2021) stated that work discipline has a dominant influence as a variable that mediates the relationship between leadership style and organizational culture on improving employee performance. Then, Putri, F. C. N., & Warsindah, L. (2024) through their study concluded that Employee Performance can be influenced by several factors, including Organizational Identification, Perceived Supervisor, and Job Satisfaction. Likewise, the opinion of Dewianawati et al., (2022) states that several factors that have a significant influence, both partially and simultaneously, on employee performance are emotional intelligence, competence, communication and work discipline, with the competency variable having an influence. the most dominant influence on employee performance.

Emotional Intelligence is one of the factors that influences improving employee performance. This is proven through a study from Ramadhona et al., (2022) which states that as a person's level of emotional intelligence gets better, the higher the work results shown by that person during work. The conclusions from the results of this study are also strengthened by the opinion of Rexhepi & Berisha (2017) which states that employees who have a higher level of emotional intelligence tend to have a better level of success in their work, and are able to show a higher work performance index than other people. However, Emotional Intelligence is not always a factor that influences improving employee performance. As stated by Akimas & Bachri (2016) and Irfan et al., (2021) who stated that emotional intelligence has no significant effect on employee performance.

Then, it was stated that improving employee performance could also be influenced by the role of Career Development. This was expressed by Sinollah et al., (2020) who stated that career development has a relatively large influence on improving the performance of lecturers and employees at Raden Rahmat Islamic University Malang, so that the campus is expected to be able to pay more attention to the lecturers' career achievement efforts. and employees during their work which is carried out by providing opportunities to get promotions in their positions which have an impact on improving the performance of lecturers and staff which is getting better. Firman (2021) also conveyed a similar conclusion, who stated that achieving better employee performance can be determined by career development factors which also have an impact on achieving a higher level of work productivity in a company or organization. However, career development does not always have a significant effect on improving employee performance. As stated by Napitupulu et al., (2017), there is a need for mediating variables to strengthen the relationship between career development and employee performance, such as the extent to which the organization is able to provide perceived organizational support and motivation in promoting affective commitment and performance.

Based on this explanation, the author is interested in conducting research with the following title: **"The Influence of Emotional Intelligence and Career Development on Employee Performance."**

RESEARCH METHODOLOGY

If seen from the data used, this research is included in quantitative research. Quantitative research is often used in research that aims to test hypotheses with research results obtained in the form of significant relationships between the variables studied. Meanwhile, if it is based on the relationship between variables, then this research is included in associative research which is often aimed at finding out the relationship between the variables studied. Suliyanto (2005) said that quantitative research is research that is based on data in the form of numbers and numbers. Then, the unit of analysis in this research is the permanent lecturers who work at all private universities accredited "B" in the city of Bandung. The aim of this research is to determine the influence of emotional intelligence and career development on employee performance at all private universities accredited "B" in the city of Bandung.

The main variables in this research consist of the Emotional Intelligence (X1) and Career Development (X2) variables, which act as the independent variables, as well as the Employee Performance (Y) variable, which acts as the dependent variable.

Defined by Sugiyono (2019), that population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. In this research, the population was all permanent lecturers at private universities accredited "B" in the city of Bandung, totaling 1,009 people. Meanwhile, the sample for this research is permanent lecturers at a "B" Accredited Private University in Bandung City, taken from the population, namely 286 samples. The sampling technique used is cluster sampling, where the existing population is divided into many groups and then each element in each group is selected as a sample.

The data collection techniques required in this research were carried out in several ways, including: 1) Distributing questionnaires to permanent lecturers at "B" Accredited Private Universities in Bandung City as respondents. The distribution of questionnaires was carried out online via Google form, in addition to the researchers also providing questionnaires in hardcopy form which were given directly to the respondents; 2) Interviews conducted by asking trusted sources directly to obtain the information needed in this research; and 3) Documentation Study carried out by collecting library data and data documented by the organization.

Furthermore, the data processing and analysis techniques used in this research were carried out through multiple regression analysis calculations and hypothesis testing (t and F tests) which were calculated using the SPSS version 23.0 program.

RESULTS AND DISCUSSION

Data processing results

F test

The following is a table showing the results of simultaneous hypothesis testing:

Table 2. Hypothesis Testing (F Test)

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25527.978	2	12763.989	122.711	.000 ^b
	Residual	29436.836	283	104.017		
	Total	54964.815	285			

- a. Dependent Variable: Employee Performance
 b. Predictors: (Constant), Emotional Intelligence, Career Development
 Source: Processed data, 2024

Referring to the data shown in the table, it is known that the r value is not greater than the α level used, namely 0.05, or $0.000 < 0.05$, so H_0 is rejected, which means that there is a significant influence of Emotional Intelligence and Career Development on Employee Performance.

Multiple Linear Regression Analysis

Table 3. Multiple Regression on the Effect of Emotional Intelligence and Career Development on Employee Performance

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	42.366	4.699		9.016	.000
	Emotional Intelligence	.545	.077	.361	7.050	.000
	Career Development	.358	.044	.418	8.160	.000

- a. Dependent Variable: Employee Performance
 Source: Processed data, 2024

The data shows that:

- a. A constant of 42.366 indicates that changes occur in Emotional Intelligence and Career Development, so the value of Employee Performance is 42.366.
- b. Emotional Intelligence (Variable X_1) has a positive value of 0.545, which indicates that increasing emotional intelligence (X_1) can result in increasing Employee Performance of 0.545.
- c. Career Development (Variable X_2) has a positive value of 0.358 which indicates that higher career development (X_2) can make the value of higher Employee Performance 0.358.

t test

The Influence of Emotional Intelligence on Employee Performance

By referring to the data shown in the table, it is known that the tcount value (7.050) has a value with a number greater than the ttable value (1.972), which means that H_0 is rejected, so that the Emotional Intelligence variable (X_1) has a significant effect on the Employee Performance variable. (Y).

The Influence of Career Development on Employee Performance

By referring to the data shown in the table, it is known that the tcount value (8.160) has a value with a number greater than the ttable value (1.972), which means that H_0 is rejected, so that the Career Development variable (X_2) has a significant effect on the Employee Performance variable. (Y).

Coefficient of determination (R^2)

The measurement of the coefficient of determination (R^2) is a measurement intended to determine the extent to which a research model can explain variations in the independent variables with values ranging between 0 and 1.

The visible data shows that the value of the coefficient of determination (adjusted R^2) of the variables studied is 0.464, which means that 46% of increasing employee performance can be determined by emotional intelligence and career development factors. Therefore, the influence shown by the two independent variables, namely the Emotional Intelligence (X_1) and Career Development (X_2) variables, on the dependent variable, namely Employee Performance (Y) is 46%, while the remaining 54% is determined by factors -other factors that are not used as variables that are thought to influence the dependent variable.

Table 4. Coefficient of Determination (R^2) The Influence of Emotional Intelligence and Career Development on Employee Performance

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.681 ^a	.464	.461	10.199
a. Predictors: (Constant), X2, X1				
b. Dependent Variable: Y				

Source: Processed data, 2024

The Influence of Emotional Intelligence on Employee Performance

The research results show that there is a significant influence shown by Emotional Intelligence on Employee Performance. In this research, it is shown that an employee's psychological approach in the form of personality and emotional intelligence can be a determining factor in achieving better employee performance.

This finding seems to have a similar conclusion to the study expressed by Sharma & Pillai (2023) which states that employees who have a high level of Emotional Intelligence are proven to be able to work more successfully in their workplace because these employees are better able to understand their emotions and behave well. in certain situations. In this way, employees who have higher emotional intelligence competency compared to other employees tend to be able to perform better than employees who have low emotional intelligence competency. Likewise, the opinion expressed by Bidmeshki & Taheri (2018) stated that there is a positive and significant relationship between employees' emotional intelligence and their performance. This means that the higher the level of emotional intelligence and social skills, as well as self-awareness possessed by an employee, the higher the work results demonstrated by that employee. A similar opinion was also expressed by Chishti et al., (2020) who stated that emotional intelligence has a very important role in improving team performance. In their study, Chishti et al., (2020) convey the importance of an employee who is part of a work team to understand and analyze their own emotions and those of others, and use them in an effective way and manage them in such a way as to provide optimal benefits.

The Influence of Career Development on Employee Performance

The research results show that there is a significant influence shown by Career Development on Employee Performance. In this research, it is shown that career development is one of the factors that needs to be considered in order to improve employee performance.

The findings of this research appear to have an output that is not much different from the opinion expressed by Caroline & Susan (2014) who concluded that a person's career progress has a positive and significant influence on employee performance at Kenyatta University. The results of the research shown explain that if employees have high aspirations to develop their

careers in the organization where they work, in addition to increasing prospects for career advancement, then these employees will automatically become motivated to work better and strive to demonstrate their achievements. best work for the organization. A similar conclusion was also expressed by Doreen et al., (2023) who stated that it is important for an organization to invest significantly and emphasize employee career development initiatives in connection with its key role in improving employee performance. In the study, it is recommended for companies to provide equal access to every employee, whatever role they have, to obtain career development opportunities that prioritize a sense of justice and build a workforce that is increasingly skilled at work due to its positive impact on increasing performance and job satisfaction. Meanwhile, Wahyuni (2016) stated that employee performance is closely related to employee career development because if each employee has a high opportunity to develop his career, then this can stimulate employee motivation to show better work results in order to achieve the organization's goals.

CONCLUSION

Based on the results of this research and discussion, it is concluded that: 1) Emotional Intelligence has a significant effect on Employee Performance. This means that good or bad work results shown by employees while working can be determined by the high or low level of emotional intelligence possessed by the employee; 2) Career Development has a significant effect on Employee Performance. This means that along with the better work performance demonstrated by employees while working, the higher the opportunity for the employee to occupy a higher position compared to his current position; 3) Emotional Intelligence and Career Development have a significant effect on Employee Performance. It should be realized that this research still has several limitations that need to be corrected for further research. Therefore, several recommendations that need to be considered for further research include: 1) For further research, it is recommended to bring up or involve more other exogenous variables which are suspected, either directly or indirectly, to be related or related to the problem. examined in this research, especially variables related to employee performance; 2) It would be better for future research to involve more private universities in the city of Bandung which have higher accreditation than the "B" accreditation which is used as the unit of analysis; 3) It is recommended that in the next research the number of respondents involved is greater than in this research; 4) It is recommended that Systematic Literature Review (SLR) data analysis techniques be developed for subsequent research.

REFERENSI

- Affandi et al. (2018). *Manajemen SDM Strategik: Strategi Mengelola Karyawan di Era 4.0*. Banten: Bintang Visitama Publisher.
- Akimas & Bachri. (2016). Pengaruh Kecerdasan Intelektual (IQ), Kecerdasan Emosional (EQ), Kecerdasan Spiritual (SQ) Terhadap Kinerja Pegawai Inspektorat Provinsi Kalimantan Selatan. *JWM (Jurnal Wawasan Manajemen)*, 4(3), 259-272. <https://doi.org/10.20527/jwm.v4i3.124>
- Bidmeshki & Taheri. (2018). Investigating the Effect of Emotional Intelligence on Job Performance (Case Study: Employees of Islamic Azad University, Qaemshahr Branch). *Journal of Management and Accounting Studies*, 6(02), 33-38. DOI: <https://doi.org/10.24200/jmas.vol6iss02pp33-38>
- Caroline & Susan. (2014). Influence of Career Development on Employee Performance in The Public University, A Case of Kenyatta University. *International Journal of Sciences Management and Entrepreneurship*, 1(2), pp: 1-16. <https://docplayer.net/37285038-Influence-of-career-development-on-employee-performance-in-the-public-university-a-case-of-kenyatta-university.html>

- Chishti et al. (2020). Impact of emotional intelligence on team performance in higher education institutes. *International Online Journal of Educational Sciences*, 3(1). https://iojes.net/?mod=tammetin&makaleadi=&makaleurl=IOJES_476.pdf&key=41307
- Dewianawati et al. (2022). Pengaruh Kecerdasan Emosional, Kompetensi, Komunikasi dan Disiplin Kerja Terhadap Kinerja Karyawan. *Jurnal Teknologi dan Manajemen Industri Terapan*, 1(3), 223-230. DOI: <https://doi.org/10.55826/tmit.v1i1.47>
- Doreen et al. (2023). Career Development and Employee Performance in Public Institutions in Rwanda: Case of Rwanda Housing Authority. *Journal of Human Resource & Leadership*, 7(2), 76–85. <https://doi.org/10.53819/81018102t5199>.
- Firman. (2021). The Effect of Career Development on Employee Performance at Aswin Hotel and Spa Makassar. *Jurnal Manajemen Bisnis*, 8(1), 133-146. DOI: [10.33096/JMB.V8I1.721](https://doi.org/10.33096/JMB.V8I1.721)
- Goleman. (2002) *Working with Emotional Intelligence*. Jakarta: PT Gramedia Pustaka Utama.
- Griffin et al. (2007). A new model of work role performance: Positive behavior in uncertain and interdependent context. *Academy of Management Journal*, 50(2), 327-347. DOI: <http://doi.org/10.5465/AMJ.2007.2463443>.
- Handoko. (2011). *Manajemen Personalia dan Sumber Daya Manusia*. Yogyakarta: BPFE.
- Irfan et al. (2021). Pengaruh Kecerdasan Emosional Terhadap Kinerja Karyawan pada Bank Mandiri Cabang Bone. *Value: Jurnal Manajemen Dan Akuntansi*, 16(1), 240-250. DOI: <https://doi.org/10.32534/jv.v16i1.1811>
- Law et al. (2004). The Construct and Criterion Validity of Emotional Intelligence and Its Potential Utility for Management Studies. *Journal of Applied Psychology*, 89 (3), 483-496. <https://doi.org/10.1037/0021-9010.89.3.483>
- Mangkunegara. (2016). *Manajemen Sumber Daya Manusia*. Bandung: Remaja Rosdakarya.
- Mayer et al. (2000). Models of emotional intelligence. In R. J. Sternberg (Ed.), *Handbook of intelligence* (pp. 396-420). New York: Cambridge University Press. <https://doi.org/10.1017/CBO9780511807947.019>
- Napitupulu et al. (2017). The impact of career development on employee performance: an empirical study of the public sector in Indonesia. *International Review of Public Administration*, 22(3), 276-299. <https://doi.org/10.1080/12294659.2017.1368003>
- Nuramalia. (2016). Pengaruh Komunikasi Pimpinan Terhadap Kinerja Karyawan Pada Bank Perkreditan Rakyat Sumatera Selatan. *Jurnal Inovasi*, 10(1), 23-34. <https://journal.binadarma.ac.id/index.php/jurnalinovasi/article/view/661>
- PTI. (2020). Riset dan Inovasi PT – Kinerja dan Problema. *Komunita.widyatama.ac.id*. <https://komunita.widyatama.ac.id/riset-inovasi-pt-kinerja-problema/>
- Putri, F. C. N., & Warsindah, L. (2024). Pengaruh Perceived Supervisor Support, Job Satisfaction, Dan Organizational Identification Terhadap Employee Performance. *Neraca: Jurnal Ekonomi, Manajemen dan Akuntansi*, 2(3), 215-229. DOI: <https://doi.org/10.572349/neraca.v2i3.1012>
- Ramadhona et al. (2022). Effect of Emotional Intelligence and Transformational Leadership on Employee Performance Mediated by Employee Job Satisfaction. *International Journal of Economics, Business, and Entrepreneurship*, 5(2), 58-68. <https://doi.org/10.23960/ijebe.v5i2.195>.
- Rexhepi & Berisha. (2017). The Effects of Emotional Intelligence in Employees Performance. *International Journal of Business and Globalisation*, 18 (4), 467. DOI: [10.1504/IJBG.2017.084351](https://doi.org/10.1504/IJBG.2017.084351)
- Rivai (2015). *Manajemen Sumber Daya Manusia untuk Perusahaan*. Jakarta: Raja Grafindo Persada.

- Saklit. (2017). Pengaruh gaya kepemimpinan dan pengembangan karir terhadap intensi turnover: kepuasan kerja sebagai mediator. *Jurnal Manajemen*, 21(3), 472-496. DOI:[10.24912/jm.v21i3.263](https://doi.org/10.24912/jm.v21i3.263)
- Samad. (2014). Emotional Intelligence The Theory And Measurement Of EQ. *European Scientific Journal* 2, 208-213. <https://core.ac.uk/download/pdf/236418224.pdf>
- Sugiyono. (2019). *Metodelogi Penelitian Kuantitatif dan Kualitatif dan R&D*. Bandung: ALFABETA.
- Suliyanto. (2005). *Analisis Data Dalam Aplikasi Pemasaran*. Bogor: Glia Indonesia Anggota IKAPI
- Sutrisno. (2019). *Manajemen sumber daya manusia*. Jakarta: Kencana.
- Umam. (2018). *Perilaku Organisasi (Edisi II ed)*. Bandung: Pustaka Setia.
- Wahyudi. (2020). Kinerja Dosen: Kontribusinya Terhadap Akreditasi Perguruan Tinggi. *Scientific Journal of Reflection: Economic, Accounting, Management and Business*, 3(4), 401-410. DOI: <https://doi.org/10.37481/sjr.v3i4.241>
- Wahyuni. (2016). Effect Of Education And Training, Career Development And Job Satisfaction Of Employee Performance At The Department Of Education Office Of Gowa. *Journal of Education and Vocational Research*. 7(1): 14-20. DOI:[10.22610/jevr.v7i1.1217](https://doi.org/10.22610/jevr.v7i1.1217)
- Warsindah, L. (2021). Pengaruh Gaya Transformasional, Budaya Organisasi Terhadap Kinerja Pegawai Melalui Disiplin Kerja Sekretaris Daerah Pada Sekretariat Daerah Pemerintah Kabupaten Mamuju. *Metrik Serial Humaniora Dan Sains*, 2(2), 62-69

Copyright Holder:

Shinta Oktafien, Bachtiar Usman, Sarfilianty Anggiani (2024)

First Publication Rights:

[Syntax Transformation Journal](#)

This article is licensed under:

