

The Influence of Organizational Culture, Work Motivation, Work Discipline, and Work Ethic on the Performance of Widyaiswara Human Resources Development Agency of Bali Province



I Wayan Mudita ^a, I Made Yudana ^b, I Nyoman Natajaya ^c, I Putu Wisna Ariawan ^d

Manuscript submitted: 8 January 2022, Manuscript revised: 30 March 2022, Accepted for publication: 28 April 2022

Corresponding Author ^a



Keywords

*organizational culture;
performance;
work discipline;
work ethic;
work motivation;*

Abstract

This research was conducted to know the effect of organizational culture, work motivation, work discipline, and work ethic on the performance of the Widyaiswara human resource development agency of Bali province. This research includes ex post facto research in the form of correlation because the independent variables are not controlled directly, do not exist before, and are not manipulated. The entire population of the Widyaiswara of the Bali Province Human Resources Development Agency became the research sample. The sampling technique used is the census method, which uses the entire population as the research sample. All data were collected using a questionnaire technique with a Likert scale. The analysis process in this research is assisted by using SPSS 24.0 for Windows. The results of the study indicate that there is a significant influence between organizational culture, work motivation, work discipline, and work ethic on the performance of the Widyaiswara human resource development agency in the province of Bali. So it is very important to develop these four variables to support teacher performance.

*International Journal of Health Sciences © 2022.
This is an open access article under the CC BY-NC-ND license
(<https://creativecommons.org/licenses/by-nc-nd/4.0/>).*

Contents

Abstract	719
1 Introduction	720
2 Materials and Methods	721

- ^a Universitas Pendidikan Ganesha, Singaraja, Indonesia
- ^b Universitas Pendidikan Ganesha, Singaraja, Indonesia
- ^c Universitas Pendidikan Ganesha, Singaraja, Indonesia
- ^d Universitas Pendidikan Ganesha, Singaraja, Indonesia

3	Results and Discussions	723
4	Conclusion	733
	Acknowledgments.....	733
	References	734
	Biography of Authors	737

1 Introduction

Widyaiswara comes from Sanskrit absorption words, namely Vidya (knowledge, knowledge, or learning), and iswara (sound). In various texts, some interpret widyaiswara as the voice of truth, this is associated with the main task of a widyaiswara is to convey up-to-date knowledge, and instill noble values to form a civil servant figure who has character and has noble character and is competent in carrying out his duties professionally. In contrast to the profession of lecturers and teachers, widyaiswara has tasks that are regulated in the Regulation of the Minister of Empowerment of State Apparatus and Bureaucratic Reform Number 22 of 2014 concerning the Functional Positions of Widyaiswara and their Credit Scores. The student who are heterogeneous in terms of age, education, position, tenure, and experience, require widyaiswara to position themselves as facilitators and not teachers ([Permana, 2019](#)).

Morally, entering the world of Widyaiswara must be based on a pure intention to learn and share knowledge (sheering of knowledge) in the intellectual and academic world of bureaucracy. Becoming a Widyaiswara is a choice of profession in fulfilling the demands of being a capable and multi-talented human being, who can set an example, always inspires, and provides solutions when students experience problems. This expectation is in line with his duties and responsibilities in maintaining and always improving the quality of the implementation of education and training that is in line with the demands of changing bureaucratic organizations ([Warrick, 2017](#); [De Bono et al., 2014](#)). Advances in information technology and public demands for transparency and accountability in public services are external conditions as a threat as well as an opportunity for organizations today. The Widyaiswara's responsibility is so great, that it needs to be balanced with the abilities of the Widyaiswara. Widyaiswara's ability must be thoroughly tested so that he can do all the work assigned to him correctly and produce perfect results, both in quantity and quality. For the Widyaiswara to do their job correctly and produce the right results, there needs to be continuous and inherent supervision, by looking at all the activities of the institution. Then the work that has been done must be assessed for the results of the work, whether it is under what has been determined. The assessment of the Widyaiswara's work is carried out by covering the results of the work, the period, and the behavior of the Widyaiswara who does it ([Darusman, 2020](#)).

This assessment is known as performance appraisal, and can usually be related to time or work results within a certain period. Performance is a form of success in achieving work according to or exceeding the targets set through processes and mechanisms that apply within a certain period ([Wolters & Brady, 2021](#)). In this regard, [Atteberry & LaCour](#) emphasizes that "performance" is the result of work that can be achieved by a person or group of people in an organization, following their respective authorities and responsibilities, to achieve the goals of the organization concerned legal, does not violate the law, and following morals and ethics ([Atteberry & LaCour, 2020](#)).

A Widyaiswara should continue to develop himself and do not need to wait for orders from superiors because a Widyaiswara must act as an "enquiring teacher". Widyaiswara should be open-minded and have borderless action because in reality Widyaiswaras' activities cannot be separated between their duties as functional officials within the scope of the bureaucracy, but their professional competence can continue to be applied outside the bureaucratic world by entering professional domains that are more globalized ([Patahullah, 2022](#)). Widyaiswara is a bureaucratic intellectual who can provide alternative solutions to organizational performance problems with ideas for change, critical studies, and studies for progress and improving the quality of organizational performance ([Murphy t al., 1996](#); [Taylor, 2005](#)). The professional attitude of the Widyaiswara will be sustainable if all roles can be played under their competencies in line with developments and demands for change in all fields. If the Widyaiswara is still struggling with his own needs and is unable to meet the needs of his environment, then there is only one option "time to die" ([Widyastika & Jannah, 2017](#)).

Leadership affects the performance of Widyaiswara, leadership is the behavior of a leader in regulating, managing, and ordering his subordinates to do a given task and responsibility (Miller et al., 2002; Meriac, J. P. 2012). The behavior of a pleasant leader, nurturing, educating, and guiding will certainly make the Widyaiswara happy by following what his superiors tell him to do. This will certainly be able to improve the performance of Widyaiswara. Likewise, if the leader's behavior is unpleasant, not nurturing, not educating, and not guiding, it will reduce their performance (Riesthuis et al., 2021).

Budget availability is also an obstacle that is often encountered in achieving individual and institutional performance. In addition to performance, another output in the implementation of education and training is the emergence of change projects in the form of innovation (Blair et al., 2021). While at the outcome level, alumni are expected to be able to encourage an innovative culture in the institution by being able to build innovations according to the needs and capacity of the institution (Kocasarac, 2021). In addition, this innovation is also expected to be able to improve services, both in terms of quality and quantity of services (Afeli & Adunlin, 2022). However, innovations built by training participants often face obstacles, and some innovations are not able to achieve medium and long-term targets (Gupta et al., 2020). Some innovations made by education and training alumni are no longer used or even stopped altogether for thousands of reasons (Kurzweil, 2018). In the learning process, the problems faced are curriculum, programs, and leadership training subject matter which emphasizes the cognitive domain (seeing, remembering, and thinking about information) and psychomotor (related to physical activity related to mental and psychological processes) rather than the affective domain (regarding attitudes interests, emotions, values of life) (Inalcik & Angin, 2021; Otto, 2021; Purnomo et al., 2021).

The methods and materials taught will affect the learning interest of the training participants (Pratama et al., 2021). Everyone has their abilities and likes different learning methods, with these differences (Reddy & Bubonia, 2020), "Widyaiswara" must be able to understand and carry out tasks based on organizational culture, work motivation, discipline, and high work ethic so that the performance of the Widyaiswara will increase. This study is intended to determine the performance of Widyaiswara in terms of organizational culture, work motivation, work discipline, and work ethic (Marder et al., 2021; Kennedy, 2019).

2 Materials and Methods

This research includes ex post facto research in the form of correlation because the independent variables are not controlled directly, do not exist before, and are not manipulated (Okon, 2022). The population in this study was Widyaiswara at the Bali Province Human Resources Development Agency. The total sample is a sample taken from the entire population of the Widyaiswara of the Human Resources Development Agency of the Province of Bali as the research sample. This study uses five variables consisting of four independent variables and one dependent variable. The independent variables in this study are organizational culture (X1), work motivation (X2), work discipline (X3), and work ethic (X4). While the dependent variable in this study is the performance of Widyaiswara (Y).

The data collection technique in this research is using a non-test technique in the form of a questionnaire (Maksum et al., 2021). The non-test technique was used in this study because this study aims to find out about the personality of Widyaiswara which is qualitative, such as organizational culture, work motivation, work discipline, and work ethic, on the performance of Widyaiswara. The scale used in the questionnaire, namely the Likert scale, is used to measure a person's attitudes, opinions, and perceptions about a social phenomenon (Drouet et al., 2021). So a questionnaire with a Likert scale is very appropriate to use to find data on the influence of organizational culture, work motivation, work discipline, and work ethic on the performance of Widyaiswara.

The preparation of organizational culture instruments, work motivation, work discipline, work ethic, and Widyaiswara performance will be collected in the form of a questionnaire sheet consisting of 32-40 statements/questions presented with an interval scale consisting of SA = strongly agree, A = agree, U = undecided, D = disagree, and SD = strongly disagree (Divayana et al., 2019; Divayana et al., 2020; Divayana et al., 2021; Shana et al., 2021). This research uses the descriptive statistical analysis method. All forms of statistical analysis in this study used SPSS 24.0 for Windows.

Normality test

The normality test of the data in this study used Kolmogorov-Smirnov statistics on organizational culture, work motivation, work discipline, work ethic, and student performance. The decision criteria used are if the significance number obtained is more than 0.05 (significance > 0.005) then the data comes from a normally distributed population and if the significance number obtained is less than or equal to 0.05 (significance ≤ 0.05) then the data does not come from a normally distributed population (Wuryaningrum et al., 2020).

Linearity test

The linearity test was conducted to determine whether there was a relationship between the dependent variable and the independent variable in a study. Regression analysis can be done if the relationship between each independent variable and the dependent variable is linear. The decision criteria used in the linearity test are, if the significance number obtained is more than 0.05 (Sig. > 0.05), then the form of the relationship between the two independent variables and the predicate is linear, whereas if the significance score obtained is less than or the same with 0.005 (Sig. ≤ 0.05), the form of the relationship between the independent variable and the dependent variable is not linear (Atilgan & Tukel, 2021).

Multicollinearity test

The multicollinearity test using SPSS 24.0 for Windows was carried out using a regression test, with a benchmark value of VIF (variance inflation factor) and the correlation coefficient between the independent variables. The criteria used in the multicollinearity test are i) if the VIF value is around 1 or has a tolerance close to one, then it can be said that there is no multicollinearity problem in the regression model, ii) if you are efficient in the correlation between the independent variables is less than 0.05 then there is no multicollinearity problem (Setiawan & Wulandari, 2020).

Autocorrelation test

The technique used to test the autocorrelation is to determine the Durbin-Watson coefficient on the linear regression model of the SPSS 24.0 for the Windows program. The test criteria that apply to the autocorrelation test are the d values ranging between 0 and 4, namely $0 \leq d \leq 4$. Autocorrelation does not occur if the value of $d \approx 2$. If there is a positive autocorrelation, then the d value is close to 0. On the other hand, if there is a negative autocorrelation, then the d approaches 4 (Konakli & Uysal, 2022).

Heteroscedasticity test

Heteroscedasticity occurs in regression if the error variance (ϵ_i) for some x values is not constant or varies. Find out whether the error variance is constant or not, it can be done by drawing a graph between \hat{y} and the residue ($y - \hat{y}$) (Weiss et al., 2020).

Model interpretation and modification

Inferential statistical analysis was used to test the hypothesis by using product-moment correlation, partial correlation, and multiple regression analysis. The data in the study were obtained through the distribution of questionnaires (Kaya, 2021).

First Hypothesis Testing

Ho: There is no significant influence of organizational culture on the performance of BPSDM Widyaaiswara in Bali Province

H1: There is a significant influence of organizational culture on the performance of BPSDM Widyaaiswara Bali Province

Second Hypothesis Testing

Ho: There is no significant effect of work motivation on the performance of BPSDM Widyaiswara in Bali Province.

H1: There is a significant effect of work motivation on the performance of the BPSDM Bali Province widyaiswara

Third Hypothesis Testing

Ho: There is no significant effect of work discipline on the performance of BPSDM Widyaiswara in Bali Province.

H1: There is a significant influence of work discipline on the performance of BPSDM Widyaiswara Bali Province

Fourth Hypothesis Testing:

Ho: There is no significant effect of work ethic on the performance of BPSDM Widyaiswara in Bali Province.

H1: There is a significant effect of work ethic on the performance of BPSDM Bali Province widyaiswara

For testing the first, second, third, and fourth hypotheses, the product-moment correlation is used with the following steps (Sugiharni et al., 2018):

$$r = \frac{N (\Sigma XY) - (\Sigma X) (\Sigma Y)}{\sqrt{\{N \Sigma X^2 - (\Sigma X)^2\} \{N \Sigma Y^2 - (\Sigma Y)^2\}}}$$

Fifth hypothesis testing

Ho: There is no significant effect of organizational culture, work motivation, work discipline, and work ethic simultaneously on the performance of BPSDM Widyaiswara Bali Province.

H1: There is a significant influence of organizational culture, work motivation, work discipline, and work ethic simultaneously on the performance of BPSDM Widyaiswara Bali Province.

The fifth hypothesis testing was using multiple regression analysis.

3 Results and Discussions

Normality test of data distribution

The normality test aims to ensure that the data used in this study comes from a normally distributed population. The summary of the results of the normality test can be seen in Table 1.

Table1
One-Sample Kolmogorov-Smirnov Test

		Standardized Residual
N		20
Normal	Mean	0.000000
Parameters ^{a,b}	Std. Deviation	0.88852332
Most Extreme	Absolute	0.184
Differences	Positive	0.111
	Negative	-0.184
Test Statistic		0.184
Asymp. Sig. (2-tailed)		.073 ^c

a. Test distribution is Normal.

b. Calculated from data.

Table 1 shows that the value of Sig. of 0.073 indicates that the value of Sig. > 0.05. So it can be concluded that organizational culture, work motivation, work discipline, work ethic, and Widyaiswara's performance come from a normally distributed population.

Linearity test and significance of regression direction

After calculating the linearity test and the significance of the organizational culture regression direction (X1) on the performance of Widyaiswara (Y), the variance of this model is as follows:

Table2
Linearity test results (Y) of (X1)

			Number of Squares	df	Average Square	F	Sig.
Widyaiswara Performance*	Between groups	Combination	1373.383	14	98.099	2.259	0.189
		Linearity	853.991	1	853.991	19.662	0.007
		Linearity					
Organizational culture	In Group	Deviation	519.392	13	39.953	0.920	0.588
			217.167	5	43.433		
		Total	1590.550	19			

Based on the results of the analysis in table 2, it can be seen that the Sig value in the Deviation from the Linearity line is 0.588. Because the value > α , or $19.662 > 0.05$, it can be concluded that the variable of Widyaiswara's performance (Y) and organizational culture (X1) on the relationship or form of regression is indeed linear.

Testing the significance of the regression direction is done by testing the null hypothesis (Ho) which states that the regression direction coefficient is not significant, against the alternative hypothesis (H1) which states that the regression direction coefficient is significant or significant. In table 4.13 it can be seen that the F linearity value is 19.662 and the significance value (sig) is 0.007. With a significance level of $\alpha = 0.05$, the sig value is much smaller than $0.007 < 0.05$. Thus, the null hypothesis is rejected, meaning that the regression direction coefficient is significant or significant.

The results of the calculation for the Widyaiswara performance variable (Y) on work motivation (X2) can be seen in Table 3 as follows.

Table3
Linearity test results (Y) of (X2)

			Number of Squares	df	Average Square	F	Sig.
Widyaiswara Performance*	Between groups	Combination	1486.050	16	92.878	2.666	0.228
		Linearity	715.827	1	715.827	20.550	0.020
		Linearity					
Work Motivation	In Group	Deviation	770.223	15	51.348	1.474	0.421
			104.500	3	34.833		
		Total	1590.550	19			

Based on the results of the analysis in table 3, it can be seen that the Sig value in the Deviation from the Linearity line is 1.474 with a significance level (Sig) of 0.421. Because of the value of Sig > α , or $0.421 > 0.05$, it can be concluded that there is a linear relationship between the performance variables of Widyaiswara (Y) and work motivation (X2).

In table 3, it can be seen that the F Linearity value is 20.550 with a significance value (sig) of 0.020. With a significance level of $\alpha = 0.05$, the sig value is much smaller than $0.020 < 0.05$. Thus, the null hypothesis is

rejected, and the alternative hypothesis is accepted, meaning that the regression direction coefficient is significant or significant. The results of the calculation for the Widyaiswara performance variable (Y) on work discipline (X3) can be seen in Table 4 as follows.

Table 4
Linearity Test Results (Y) of (X3)

			Number of Squares	df	Average Square	F	Sig.
Widyaiswara Performance* Work Discipline	Between groups	Combination	1233.550	13	92.888	1.595	0.293
		Linearity	1061.416	1	1061.416	17.839	0.006
		Linearity Deviation	172.134	12	14.344	0.241	0.983
	In Group	357.000	6	59.500			
	Total	1590.550	19				

Based on the results of the analysis in table 4, it can be seen that the Sig value in the Deviation from the Linearity line is 0.241 with a significance level (Sig) of 0.983. Because of the value of Sig > α , or 0.983 > 0.05, it can be concluded that there is a linear relationship between the performance variables of Widyaiswara (Y) and work discipline (X3).

In table 4, it can be seen that the F Linearity value is 17.839 with a significance value (sig) of 0.020. With a significance level of $\alpha = 0.006$, the sig value is much smaller than 0.006 < 0.05. Thus, the null hypothesis is rejected, and the alternative hypothesis is accepted, meaning that the regression direction coefficient is significant or significant. The results of the calculation for the Widyaiswara performance variable (Y) on work ethic (X4) can be seen in Table 5 as follows.

Table 5
Linearity Test Results (Y) of (X4)

			Number of Squares	df	Average Square	F	Sig.
Widyaiswara Performance* Work Ethic	Between groups	Combination	1476.250	12	123.021	7.534	0.006
		Linearity	740.103	1	740.103	45.326	0.000
		Linearity Deviation	736.147	11	66.922	4.098	0.063
	In Group	114.300	7	16.239			
	Total	1590.550	19				

Based on the results of the analysis in table 5, it can be seen that the Sig value in the Deviation from the Linearity line is 4.098 with a significance level (Sig) of 0.036. Because of the value of Sig > α , or 0.063 > 0.05, it can be concluded that there is a linear relationship between the variables of Widyaiswara's performance (Y) and work ethic (X4).

In table 5, it can be seen that the F Linearity value is 45.326 with a significance value (sig) of 0.000. With a significance level of $\alpha = 0.006$, the sig value is much smaller than 0.000 < 0.05. Thus, the null hypothesis is rejected, and the alternative hypothesis is accepted, meaning that the regression direction coefficient is significant or significant.

Autocorrelation Test

Organizational Culture Autocorrelation Test (X1) on Widyaiswara Performance (Y) is as follows.

Table 6
Autocorrelation test analysis between X1 of Y

Model	R	R Square	Adjusted R Square	Durbin-Watson
1	0.733	0.537	0.511	1.977

Table 6 shows the Durbin-Watson of 1.977 with $\alpha = 5\%$, $n =$ the amount of data, $K =$ the number of independent variables found the value of $dL = 0.8943$ and the value of $dU = 1.8268$, $K = 4$ and $n = 20$ (see table). If the guidelines for accepting or rejecting the null hypothesis are considered, then what is fulfilled is $dU < d < (4 - dU)$ because $dU = 1.8268$ is smaller than $d = 1.977$ and $d = 1.977$ is smaller than $4 - dU = 4 - 1.8268 = 2.1732$. Mathematically stated $1.8268 < 1.977 < 2.1732$, so according to the guidelines, the conclusion that can be drawn is that in the research data above, there is no autocorrelation between organizational culture (X1) and Widyaaiswara's performance (Y).

The Autocorrelation Test of Work Motivation (X2) on Widyaaiswara's Performance (Y) is as follows.

Table 7
Analysis of the autocorrelation test between X2 and Y

Model	R	R Square	Adjusted R Square	Durbin-Watson
1	0.671	0.450	0.419	1.859

Table 7 shows the Durbin-Watson of 1.859 with $\alpha = 5\%$, $n =$ the amount of data, $K =$ the number of independent variables found the value of $dL = 0.8943$ and the value of $dU = 1.8268$, $K = 4$ and $n = 20$ (see table). If the guidelines for accepting or rejecting the null hypothesis are considered, then what is fulfilled is $dU < d < (4 - dU)$ because $dU = 1.8268$ is smaller than $d = 1.859$ and $d = 1.859$ is smaller than $4 - dU = 4 - 1.8268 = 2.1732$. Mathematically stated $1.8268 < 1.859 < 2.1732$, so according to the guidelines, the conclusion that can be drawn is that in the research data above, there is no autocorrelation between work motivation (X2) and Widyaaiswara's performance (Y).

The Autocorrelation Test of Work Discipline (X3) on Widyaaiswara Performance (Y) is as follows.

Table 8
Autocorrelation test analysis between X3 and Y

Model	R	R Square	Adjusted R Square	Durbin-Watson
1	0.888	0.788	0.732	1.918

Table 8 shows the Durbin-Watson of 1.918 with $\alpha = 5\%$, $n =$ the number of data, $K =$ the number of independent variables found the value of $dL = 0.8943$ and the value of $dU = 1.8268$, $K = 4$ and $n = 20$ (see table). If the guidelines for accepting or rejecting the null hypothesis are considered, then what is fulfilled is $dU < d < (4 - dU)$ because $dU = 1.8268$ is smaller than $d = 1.616$ and $d = 1.616$ is smaller than $4 - dU = 4 - 1.8268 = 2.1732$. Mathematically stated $1.8268 < 1.918 < 2.1732$, so according to the guidelines, the conclusion that can be drawn is that in the research data above, there is no autocorrelation between work discipline (X3) and Widyaaiswara's performance (Y).

The Autocorrelation Test of Work Ethic (X4) on Widyaaiswara's Performance (Y) is as follows.

Table 9
Autocorrelation \$\$ between X3 and Y

Model	R	R Square	Adjusted R Square	Durbin-Watson
1	0.682	0.465	0.436	2.347

Table 9 shows the Durbin-Watson of 2,347 with $\alpha = 5\%$, $n =$ the number of data, $K =$ the number of independent variables found the value of $dL = 0.8943$ and the value of $dU = 1.8268$, $K = 4$ and $n = 20$ (see table) . If the guidelines for accepting or rejecting the null hypothesis are considered, then what is fulfilled is $dU < d < (4 - dU)$ because $dU = 1.8268$ is smaller than $d = 1.616$ and $d = 1.616$ is smaller than $4 - dU = 4 - 1.8268 = 2.1732$. Mathematically stated $1.8268 < 2.347 < 2.1732$, so according to the guidelines, the conclusion that can be drawn is that in the research data above, there is no autocorrelation between work ethic (X4) and Widyaiswara's performance (Y).

Multicollinearity Test

Organizational Culture Multicollinearity Test (X1) on Widyaiswara Performance (Y) is as follows.

Table 10
Results of Multicollinearity Test Analysis X1 Y

Model	Nonstandard Coefficient		Standard Coefficient	t	Sig	Statistical Collinearity	
	B	Std.Error	Beta			Tolerance	VIF
1	Constant	1.802	17.973	0.100	0.921		
	Organizational culture	0.836	0.183	0.733	4.568	0.000	1.000 1.000

Based on table 10 the VIF value of the organizational culture variable (X1) is 1,000, so the tolerance is 1,000. When viewed from the tolerance of the variable is greater than 0.1 and the VIF value is below 10, it can be concluded that the regression is free from multicollinearity.

Multicollinearity Test of Work Motivation (X2) on Widyaiswara Performance (Y) is as follows.

Table 11
Results of Multicollinearity Test Analysis X2 Y

Model	Nonstandard Coefficient		Standard Coefficient	t	Sig	Statistical Collinearity	
	B	Std.Error	Beta			Tolerance	VIF
1	Constant	10.810	19.403	0.568	0.577		
	Work Motivation	0.691	0.180	0.671	3.838	0.001	1.000 1.000

Based on table 11 the VIF value of the work motivation variable (X2) is 1,000, so the tolerance is 1,000. When viewed from the tolerance of the variable is greater than 0.1 and the VIF value is below 10, it can be concluded that the regression is free from multicollinearity.

The Multicollinearity Test of Work Discipline (X3) on Widyaiswara Performance (Y) is as follows.

Table 12
Multicollinearity Test Results X3 Y

Model	Nonstandard Coefficient		Standard Coefficient	t	Sig	Statistical Collinearity	
	B	Std.Error	Beta			Tolerance	VIF
1	Constant	-3.567	14.565	-0.245	0.577		
	Work Discipline	0.859	0.143	0.817	6.009	0.001	1.000 1.000

Based on table 12, the VIF value of the work motivation variable (X3) is 1,000, so the tolerance is 1,000. When viewed from the tolerance of the variable is greater than 0.1 and the VIF value is below 10, it can be concluded that the regression is free from multicollinearity.

The Multicollinearity Test of Work Ethic (X4) on Widyaiswara Performance (Y) is as follows.

Table 13
Results of Multicollinearity Test Analysis X4 Y

Model		Nonstandard Coefficient		Standard Coefficient	t	Sig	Statistical Collinearity	
		B	Std.Error	Beta			Tolerance	VIF
1	Constant	4.513	20.054		0.225	0.824		
	Work Ethic	0.975	0.246	0.682	3.958	0.001	1.000	1.000

Based on table 13 the VIF value of the work motivation variable (X3) is 1,000, so the tolerance is 1,000. When viewed from the tolerance of the variable is greater than 0.1 and the VIF value is below 10, it can be concluded that the regression is free from multicollinearity.

Heteroscedasticity test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residual of one observation to another observation. If the variance of the residual from one observation to another observation remains, it is called homoscedasticity and if it is different it is called heteroscedasticity. The following are the results of the heteroscedasticity test in this study

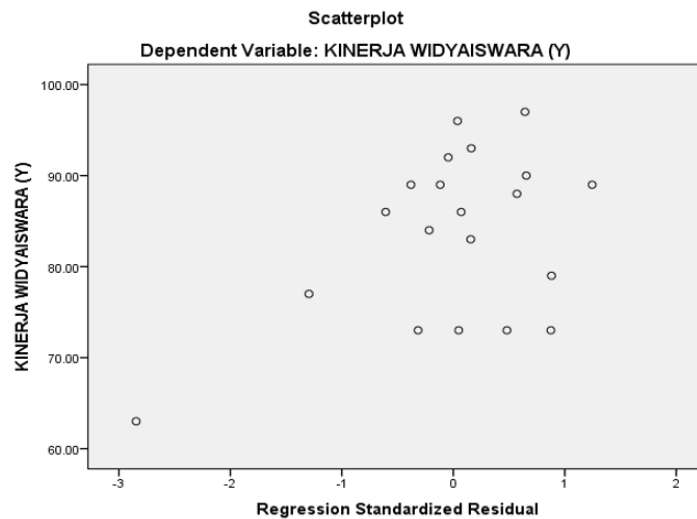


Figure1. Diagram of Heteroscedasticity Test Results from X1, X2, X3, X4, and Y

Based on Figure 4.10, it can be observed that the points spread evenly and evenly, both above and below the X-axis and above and below the Y-axis. Randomly spread out and do not form a certain pattern. Then there is a constant variance and the regression model is feasible and well used to predict the relationship between organizational culture, work motivation, work discipline, and work ethic in the performance of Widyaiswara. This shows that the regression model between variables is valid as a forecasting tool.

Hypothesis testing

Research data that has met the requirements which include normality test, linearity test, multicollinearity test, autocorrelation test, and heteroscedasticity test, are declared to be able to continue hypothesis testing with product-moment correlation, multiple regression analysis, and partial correlation. In this study, five hypotheses were tested. The first, second, third, and fourth hypothesis tests use the product-moment correlation, while the fifth hypothesis test uses regression analysis.

First hypothesis test

Based on data analysis using SPSS 24 for Windows, the calculation of Y regression on X1 found the regression equation $\hat{Y} = 9.146 + 0.827 X_1$. Testing the significance and linearity of the relationship between organizational culture and Widyaiswara's performance can be seen in table 14.

Table 14
Test of Significance and Linearity of Organizational Culture Regression on Widyaiswara Performance

Source of variation	DK	JK	RJK	F	F-Table (0.05)	R	R2	B	Info
Regression (reg)	1	739.177	739.177	14.199	2.870	-	-	-	
Residue (res)	18	937.023	52.057	-	-	-	-	-	
Total	19	1676.200	-	-	-	-	-	-	Sig.
Constant	-	-	-	-	-	-	-	9.146	
X ₁	-	-	-	14.199	2.870	0.664	0.441	0.827	

Based on table 14, it can be concluded that $\hat{Y} = 9.146 + 0.827 X_1$ with Freg = 14,199 and F-table ($\alpha = 0.05$) = 2.870 is significant and linear, because Freg > F-table. Based on the analysis with SPSS 24.0 for Windows, the correlation between organizational culture and Widyaiswara performance obtained r of 0.664. This means that r = 0.664 is significant at $\alpha = 0.05$ (r-table = 0.444) with an effect of 44.1%. Thus the null hypothesis (H₀) is rejected and the research hypothesis (H₁) is accepted. The correlation coefficient is 0.664 with t = 4.568. This means that the significant influence of organizational culture on the performance of the Widyaiswara of the Human Resources Development Agency of Bali Province is significant at $p < 0.05$.

Second hypothesis test

Based on data analysis using SPSS 24.0 for Windows, the calculation of Y regression over X2 found the regression equation for the line $\hat{Y} = 16,410 + 0,756 X_2$. Testing the significance and linearity of the relationship between work motivation and Widyaiswara's performance can be seen in table 15.

Table 15
Test of Significance and Linearity of Work Motivation Regression on Widyaiswara Performance

Source of variation	DK	JK	RJK	F	F-Table (0.05)	R	R2	B	Info
Regression (reg)	1	679.838	679.838	12.282	2.870	-	-	-	
Residue (res)	18	996.326	55.353	-	-	-	-	-	
Total	19	1676.200	-	-	-	-	-	-	Sig.
Constant	-	-	-	-	-	-	-	16.410	
X ₂	-	-	-	12.282	2.870	0.637	0.373	0.756	

Based on table 15, it can be concluded that $\hat{Y} = 16,410 + 0,756 X_2$ with Freg = 12,282 and F-table = 2,870 is significant and linear, because Freg > F-table. Based on the analysis with SPSS 24.0 for Windows, the correlation between work motivation and Widyaiswara performance obtained $r = 0.637$. This means that $r = 0.637$ is significant at $\alpha = 0.05$ (r -table = 0.444) with an effect of 37.3%. Thus the null hypothesis (H_0) is rejected and the research hypothesis (H_1) is accepted. The correlation coefficient is 0.637 with $t = 3.383$. This means that the significant effect of work motivation on the performance of the Widyaiswara of the Bali Province Human Resources Development Agency is significant at $p < 0.05$.

Third hypothesis test

Based on data analysis using SPSS for windows, the regression calculation Y over X_3 found the regression equation for the line $\hat{Y} = -1.351 + 0.945 X_3$. Testing the significance and linearity of the relationship between work discipline and Widyaiswara's performance can be seen in table 16

Table 16
Test of significance and linearity of work discipline regression on Widyaiswara performance

Source of variation	DK	JK	RJK	F	F-Table (0.05)	R	R ²	B	Info
Regression (reg)	1	1090.154	1090.154	33.483	2.870	-	-	-	
Residue (res)	18	586.046	55.353	-	-	-	-	-	
Total	19	1676.200	-	-	-	-	-	-	Sig.
Constant	-	-	-	-	-	-	-	-1.351	
X_3	-	-	-	33.483	2.870	0.806	0.650	0.945	

Based on table 16 it can be concluded that $\hat{Y} = -1.351 + 0.945 X_3$ with Freg = 33,483 and F-table ($\alpha=0.05$) = 2.870 is significant and linear, because Freg > F-table. Based on the analysis with SPSS 24.0 for Windows, the correlation between work discipline and Widyaiswara performance obtained $r = 0.806$. This means that $r = 0.806$ is significant at $\alpha = 0.05$ (r -table = 0.444) with an effect of 65%. Thus the null hypothesis (H_0) is rejected and the research hypothesis (H_1) is accepted. The correlation coefficient is 0.806 with $t = 6.009$. This means that the significant influence of work discipline on the performance of the Widyaiswara of the Human Resources Development Agency of the Province of Bali is the significant at $p < 0.05$

Fourth hypothesis test

Based on data analysis using SPSS 24.0 for Windows, simple regression calculation Y over X_4 found the line regression equation $\hat{Y} = -1.351 + 0.945 X_4$. Testing the significance and linearity of the relationship between work ethic and Widyaiswara's performance can be seen in table 17

Table 17
Test of Significance and Linearity of Work Ethic Regression on Widyaiswara Performance

Source of variation	DK	JK	RJK	F	F-Table (0.05)	R	R ²	B	Info
Regression (reg)	1	1090.154	1090.154	33.483	2.870	-	-	-	
Residue (res)	18	586.046	55.353	-	-	-	-	-	
Total	19	1676.200	-	-	-	-	-	-	Sig.
Constant	-	-	-	-	-	-	-	-1.351	
X_4	-	-	-	33.483	2.870	0.806	0.650	0.945	

Based on table 17 it can be concluded that $\hat{Y} = -1.351 + 0.945 X_4$ with Freg = 33,483 and F-table ($\alpha=0.05$) = 2.870 is significant and linear, because Freg > F-table. Based on the analysis with SPSS 24.0 for Windows, the correlation between work ethic and Widyaiswara performance obtained $r = 0.806$. This means that $r = 0.806$ is significant at $\alpha = 0.05$ (r -table = 0.444) with an effect of 65%. Thus the null hypothesis (H_0) is rejected and the research hypothesis (H_1) is accepted. The correlation coefficient is 0.806 with $t = 3.958$. This means that the significant influence of work ethic on the performance of the Widyaiswara of the Human Resources Development Agency of the Province of Bali is the significant at $p < 0.05$

Fifth hypothesis test

Based on data analysis using SPSS 24.0 for Windows, the multiple regression calculation Y to X_1, X_2, X_3 , and X_4 found the regression equation $\hat{Y} = -24.301 + 0.410X_1 + -0.050X_2 + 0.655X_3 + 0.230X_4$. Testing the significance and linearity of the relationship between organizational culture, work motivation, work discipline, and work ethic on Widyaiswara's performance can be seen in table 18.

Table 18

Test of significance and linearity of organizational culture regression, work motivation, work discipline, and work ethic on Widyaiswara performance

Source of variation	DK	JK	RJK	F	F-Table (0.05)	R	R ²	B	Info
Regression (reg)	4	1235.830	308.957	10.524	2.870	-	-	-	
Residue (res)	15	586.046	55.353	-	-	-	-	-	
Total	19	1676.200	-	-	-	-	-	-	
Constant	-	-	-	-	-	-	-	-24.301	Sig.
X_1								0.410	
X_2				10.524	2.870	0.859	0.737	-0.050	
X_3								0.655	
X_4								0.230	

Based on table 4.19 it can be concluded that $\hat{Y} = -24.301 + 0.410X_1 + -0.050X_2 + 0.655X_3 + 0.230X_4$ with Freg = 10.524 and F-table ($\alpha=0.05$) = 2.870 is significant and linear, because Freg > F-table. Based on the analysis with SPSS 24.0 for Windows the correlation between organizational culture, work motivation, work discipline, and work ethic on the performance of Widyaiswara, was obtained $r = 0.859$. This means that $r = 0.859$ is significant at $\alpha = 0.05$ (r -table = 0.444) with an effect of 73.7%. Thus the null hypothesis (H_0) is rejected and the hypothesis (H_1) is accepted. The summary of the regression and regression analysis due to the dependent variable on the independent variable is presented in table 19.

Table 19

Summary of data analysis results relationship between variables

Relationship between Variables	Regression Line Equation	Correlation coefficient	Influence (%)	Effective Contribution (%)
X_1 to Y	$\hat{Y} = 9.146 + 0.827 X_1$	0.664	44.1	35.26
X_2 to Y	$\hat{Y} = 16.410 + 0.756 X_2$	0.637	37.3	-11.74
X_3 to Y	$\hat{Y} = -1.351 + 0.945 X_3$	0.806	65.0	43.55
X_4 to Y	$\hat{Y} = -1.351 + 0.945 X_4$	0.806	65.0	11.80
X_1, X_2, X_3, X_4 to Y	$\hat{Y} = -24.301 + 0.410X_1 + -0.050X_2 + 0.655X_3 + 0.230X_4$	0.859	73.7	78.87
Information	Significant and Linear	Significant	-	-

The summary of the partial correlation analysis can be seen in table 20.

Table 20
Summary of Partial Correlation Analysis Results

Model	Coefficients ^a					Correlations			
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Zero-order	Partial	Part	
	(Constant)	B	Std. Error						Beta
1	Organizational Culture	0.410	0.313	0.329	1.310	0.210	0.664	0.320	0.173
	Work Motivation	-0.050	0.317	-0.042	-0.156	0.878	0.637	-0.040	-0.021
	Work Discipline and Work Ethic	0.655	0.216	0.559	3.028	0.008	0.806	0.616	0.401
		0.230	0.292	0.146	0.788	0.443	0.645	0.199	0.104

a. Dependent Variable: Widyaiswara's performance

Based on table 20, the partial correlation of organizational culture is 0.320, work motivation is -0.040, work discipline is 0.616, and work ethic is 0.199. This means that the relationship between organizational culture and Widyaiswara's performance is low, work motivation and Widyaiswara's performance is very low, and work ethic with Widyaiswara's performance is strong.

In simple terms, performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period. Performance is the value of a set of employee behaviors that contribute, both positively and negatively to the fulfillment of organizational goals. Referring to the Regulation of the Head of State Administration No. 5 of 2008 concerning Widyaiswara Competency Standards in measuring their performance include 1) learning management competencies, ii) personality competencies, iii) social competencies, and iv) substance competencies.

The results of descriptive analysis showed that the performance of Widyaiswara of the Human Resources Development Agency of Bali Province was 58.3% in the high category, 34.4% in the very high category, and 3.8% in the medium category.

Organizational culture is the values and attitudes that have been believed by employees so that they have become employee behavior in everyday life (Dragomyretska et al., 2022). Attitudes and values that have crystallized in the organization will lead employees to behave according to the attitudes and values that are believed. Organizational culture is formed from the subjective perception of organizational members to the values of innovation, risk tolerance, pressure on the team, and people's support. This overall perception will shape the organizational personality culture. Furthermore, organizational culture will affect employee performance and satisfaction, support / not support. According to Miller in Edy Sutrisna there are 8 (eight) aspects of organizational culture, namely i) goals, ii) consensus, iii) excellence, iv) unity, v) empirical, vi) achievement, vii) intimacy, and viii) integration.

The results of the descriptive analysis show that in most of the Widyaiswara organizational culture of the Human Resources Development Agency of Bali Province 52% is in the very good/very high category and 42% is in the good/high category, and 4% is in the medium category.

Work motivation is the driving force in a person that causes someone to act or act to do a job to achieve a goal. Motivation is very important for every Widyaiswara in carrying out their duties as national teachers. According to Maslow, there are 5 (five) basic human needs in life, starting from i) physiological needs, ii) security, iii) social, iv) reward, and v) self-actualization. The five categories are interrelated in the form of an ordered hierarchy, in which one category of needs only becomes active after a lower level of need is satisfied.

The results of the descriptive analysis showed that most of the work motivation of Widyaiswara of the Human Resources Development Agency of Bali Province 58% was in the high category and 32.8% was in the very high category, and 7.2% was in the medium category.

Work discipline is an attitude or behavior that shows the loyalty of a person or group of people to obey the rules that have been set by the agency or organization so that it is hoped that the work done is effective and efficient (Dunn et al., 2020). Work discipline is a person's awareness and willingness to obey all applicable

institutional regulations and social norms, such as the attitude of a person who voluntarily obeys all regulations, and is aware of his duties, and is responsible for his duties, and behavior. and his actions are under the rules of interaction, both written and unwritten (Akhan & Kocaaga, 2022). There are 4 (four) aspects of work discipline, namely i) punctuality, ii) compliance with regulations, iii) responsibility, and iv) work skills in the field of work (Di Meglio, 2022).

The results of the descriptive analysis show that most of the Widyaiswara work disciplines at the Human Resources Development Agency of Bali Province 58.3% are in the high category and 34.3% are in the very high category, and 3.8% are in the medium category (Lam & Gurland, 2008; Arshadi, 2010). Work ethic is the work spirit possessed by humans to work better and to gain added value in their lives (Dal & Sahin, 2020). Organizations that are successful in building a high employee work ethic will encourage the organization to achieve success in achieving organizational goals (Kasimoglu, 2021). Employees who have a high work ethic are one the sources of organizational excellence to compete on a global scale and develop without limits (Cho et al., 2021). Work ethic is a set of basic attitudes or views held by employees to assess work as a positive thing for improving the quality of life so that it affects their work behavior in the organization (Cho et al., 2021). Work ethic according to Max Weber is an attitude towards the meaning of work as a driving force for business success and development (Hadi et al., 2022). The results of the descriptive analysis show that most of the Widyaiswara work disciplines at the Bali Province Human Resources Development Agency 57.4% are in the high category and 36.3% are in the very high category, and 3.9% are in the medium category.

4 Conclusion

Organizational culture (X1), work motivation (X2), work discipline (X3), and work ethic (X4) have a direct effect on the performance of Widyaiswara (Y) in the Human Resources Development Agency of Bali Province. The magnitude of the influence of X1, X2, X3, and X4 on Y in productive Widyaiswara is 73.7%. Referring to these findings, the conclusion in this study is that organizational culture, work motivation, work discipline, and work ethic have a direct effect on the performance of productive Widyaiswara in the Human Resources Development Agency of Bali Province. These findings, inform that organizational culture, work motivation, work discipline, and high work ethic are expected to improve the performance of Widyaiswara in the Human Resources Development Agency of Bali Province. In the future, it is necessary to further investigate the indicators of several factors that affect the performance of productive Widyaiswara in the Human Resources Development Agency of Bali Province.

Acknowledgments

The authors would like to thank the Chancellor, Director of the Postgraduate Program, and Head of the Educational Sciences Study Program at Universitas Pendidikan Ganesha for their strong encouragement, wisdom, and prayers.




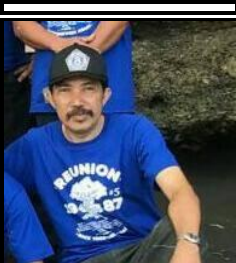
References

- Afeli, S. A., & Adunlin, G. (2022). Curriculum Content for Innovation and Entrepreneurship Education in US Pharmacy Programs. *Industry and Higher Education*, 36(1), 13–18.
- Akhan, N. E., & Kocaağa, G. (2022). A Different Experience with Drama for Preservice Social Studies Teachers: I Discover My Field. *The Social Studies*, 113(2), 94-108.
- Arshadi, N. (2010). Basic need satisfaction, work motivation, and job performance in an industrial company in Iran. *Procedia-Social and Behavioral Sciences*, 5, 1267-1272. <https://doi.org/10.1016/j.sbspro.2010.07.273>
- Atilgan, D., & Tukel, Y. (2021). Sports College Students and Entrepreneurship: An Investigation into Entrepreneurship Tendencies. *International Education Studies*, 14(6), 71-81.
- Atteberry, A., & LaCour, S. E. (2020). Putting Performance Pay to the Test: Effects of Denver ProComp on the Teacher Workforce and Student Outcomes. *Teachers College Record*, 122(12), 1-48.
- Blair, B. J., Shawler, L. A., Albright, L. K., & Ferman, D. M. (2021). An Evaluation of the Emergence of Untrained Academic and Applied Skills After Instruction With Video Vignettes. *The Analysis of Verbal Behavior*, 37(1), 35-56.
- Cho, Y., Kim, S., You, J., Moon, H., & Sung, H. (2021). Application of ESG Measures for Gender Diversity and Equality at the Organizational Level in a Korean Context. *European Journal of Training and Development*, 45(4–5), 346–365.
- Dal, S., & Sahin, S. (2020). An Assessment on Puritan and Hedonist Work Ethics of Elite Student Athletes. *African Educational Research Journal*, 8(4), 721-731.
- Darusman, M. (2020). Peningkatan Kompetensi Widyaiswara Dalam Penulisan Karya Ilmiah Melalui Pelatihan KTI. *JIRA: Jurnal Inovasi dan Riset Akademik*, 1(3), 241-252.
- De Bono, S., Heling, G., & Borg, M. A. (2014). Organizational culture and its implications for infection prevention and control in healthcare institutions. *Journal of Hospital Infection*, 86(1), 1-6. <https://doi.org/10.1016/j.jhin.2013.10.007>
- Di Meglio, G., Barge-Gil, A., Camiña, E., & Moreno, L. (2022). Knocking on employment's door: internships and job attainment. *Higher Education*, 83(1), 137-161.
- Divayana, D. G. H., Ariawan, I. P. W., & Suyasa, P. W. A. (2020). Development of E-Learning Content Based on Kelase-Tat Twam Asi in Supporting Learning During the Covid-19 Pandemic. In *2020 4th International Conference on Vocational Education and Training (ICOVET)* (pp. 41-46). IEEE.
- Divayana, D. G. H., Suyasa, P. W. A., & Abadi, I. B. G. S. (2019). Digital library evaluation application based on combination of CSE-UCLA with weighted product. *Journal of Engineering and Applied Sciences*, 14(4), 1318-1330.
- Divayana, D. G. H., Suyasa, P. W. A., & Widiartini, N. K. (2021). An innovative model as evaluation model for information technology-based learning at ICT vocational schools. *Heliyon*, 7(2), e06347. <https://doi.org/10.1016/j.heliyon.2021.e06347>
- Dragomyretska, N., Matvieienko, I., & Samofalov, D. (2022). Systematic and educational influences of civil society on public administration communications organization in quarantine restriction COVID-19 condition. *International Journal of Health Sciences*, 6(1), 214-233. <https://doi.org/10.53730/ijhs.v6n1.3828>
- Drouet, O., Roure, C., Escriva Bouley, G., Pasco, D., & Lentillon-Kaestner, V. (2021). Development and Validity Evidence of a Questionnaire on Teachers' Value Orientations in Physical Education. *Measurement in Physical Education and Exercise Science*, 25(3), 250-265.
- Dunn, A. H., Moore, A. E., & Neville, M. L. (2020). "There Isn't an Easy Way for Me to Talk About This": A Historical and Contemporary Examination of Emotional Rules for Teachers. *Teachers College Record*, 122(9), 1-36.
- Gupta, R., Seetharaman, A., & Maddulety, K. (2020). Critical Success Factors Influencing the Adoption of Digitalisation for Teaching and Learning by Business Schools. *Education and Information Technologies*, 25(5), 3481–3502.
- Hadi, S. H., Permanasari, A. E., Hartanto, R., Sakkinah, I. S., Sholihin, M., Sari, R. C., & Haniffa, R. (2022). Developing augmented reality-based learning media and users' intention to use it for teaching accounting ethics. *Education and Information Technologies*, 27(1), 643-670.
- Inalcik, G., & Angin, D. (2021). An Evaluation of Activity Books in Terms of Outcomes and Learning Processes Related to Food and Nutrition. *Journal of Theoretical Educational Science*, 14(1), 38-63.

- Kasimoglu, M. (2021). Investigations of Organizational Commitment of Healthcare Professionals in Terms of Personal and Business Factors. *International Journal on Social and Education Sciences*, 3(2), 267-286.
- Kaya, M. M. (2021). The Relationships between Global Citizenship, Multicultural Personality and Critical Thinking. *Educational Policy Analysis and Strategic Research*, 16(4), 274-292.
- Kennedy, K. M. (2019). Promoting the qualitative research approach in the discipline of forensic and legal medicine: Why more qualitative work should be promoted and how that can be achieved. *Journal of Forensic and Legal Medicine*, 62, 72-76. <https://doi.org/10.1016/j.jflm.2019.01.009>
- Kocasaraç, H. (2021). Evaluation of Innovativeness' Status of Teachers. *International Journal of Progressive Education*, 17(4), 79-98.
- Konaklı, T., & Uysal, E. (2022). Examination of the teachers' academic optimism approaches within the framework of teachers' perceptions of learning school: Teachers' academic optimism. *International Journal of Curriculum and Instruction*, 14(1), 251-273.
- Kurzweil, M. (2018). Alternative postsecondary pathways: What we know, what we don't know, and why it matters. *Change: The Magazine of Higher Learning*, 50(3-4), 154-157.
- Lam, C. F., & Gurland, S. T. (2008). Self-determined work motivation predicts job outcomes, but what predicts self-determined work motivation?. *Journal of research in personality*, 42(4), 1109-1115. <https://doi.org/10.1016/j.jrp.2008.02.002>
- Maksum, A., Widiana, I. W., & Marini, A. (2021). Path Analysis of Self-Regulation, Social Skills, Critical Thinking and Problem-Solving Ability on Social Studies Learning Outcomes. *International Journal of Instruction*, 14(3), 613-628.
- Marder, B., Ferguson, P., Marchant, C., Brennan, M., Hedler, C., Rossi, M., ... & Doig, R. (2021). 'Going agile': Exploring the use of project management tools in fostering psychological safety in group work within management discipline courses. *The International Journal of Management Education*, 19(3), 100519. <https://doi.org/10.1016/j.ijme.2021.100519>
- Meriac, J. P. (2012). Work ethic and academic performance: Predicting citizenship and counterproductive behavior. *Learning and Individual Differences*, 22(4), 549-553. <https://doi.org/10.1016/j.lindif.2012.03.015>
- Miller, M. J., Woehr, D. J., & Hudspeth, N. (2002). The meaning and measurement of work ethic: Construction and initial validation of a multidimensional inventory. *Journal of Vocational Behavior*, 60(3), 451-489. <https://doi.org/10.1006/jvbe.2001.1838>
- Murphy, G. B., Traylor, J. W., & Hill, R. C. (1996). Measuring performance in entrepreneurship research. *Journal of business research*, 36(1), 15-23. [https://doi.org/10.1016/0148-2963\(95\)00159-X](https://doi.org/10.1016/0148-2963(95)00159-X)
- Okon, E. E. (2022). Administration of team teaching and content delivery in business education. *Journal of Education for Business*, 97(2), 99-104.
- Otto, D. (2021). Driven by Emotions! The Effect of Attitudes on Intention and Behaviour regarding Open Educational Resources (OER). *Journal of Interactive Media in Education*, 2021(1).
- Patahullah. (2022). Akuntabilitas Widyaiswara dalam Pengelolaan Pelatihan di Masa Pandemi pada Badan Pengembangan Sumber Daya Manusia Provinsi Sulawesi Selatan. *Jurnal Widyaiswara Indonesia*, 3(1), 45-56.
- Permana, R. (2019). Optimalisasi Profesionalisme Widyaiswara Melalui Peningkatan Kualitas Karya Tulis Ilmiah. *Jurnal Teruna Bhakti*, 1(2), 128-136.
- Pratama, M. A., Anisa, Y. H., Amilah, N., Avorizano, A., & Edison, R. E. (2021). The Influence of Pop Up Notification on Visual Attention and Learning.
- Purnomo, D., Bektı, S., Sulistyorini, Y., & Napfiah, S. (2021). The Analysis of Students' Ability in Thinking Based on Cognitive Learning Style. *Anatolian Journal of Education*, 6(2), 13-26.
- Reddy, S. L., & Bubonia, J. (2020). Technology in education: Learning opportunities for teachers and students. *Journal of Family & Consumer Sciences*, 112(1), 46-50.
- Riesthuis, P., Otgaar, H., Hope, L., & Mangiulli, I. (2021). Registered report: The effects of incentivized lies on memory. *Applied Cognitive Psychology*, 35(4), 1125-1132.
- Setiawan, J., & Wulandari, T. (2020). Understanding Indonesian History, Interest in Learning History and National Insight with Nationalism Attitude. *International Journal of Evaluation and Research in Education*, 9(2), 364-373.

- Shana, Z., Alyatim, T. M., Alkhazaleh, M., & Alshalabi, N. (2021). The Use of Google Classroom to Support the Learning Process: Assessing Graduate Student Skills and Perceptions. *International Journal of Web-Based Learning and Teaching Technologies (IJWLTT)*, 16(5), 171-192.
- Sugiharni, G. A. D., Setiasih, N. W., Mahendra, I., Ardana, I., & Divayana, D. G. H. (2018). Development of alkin model instruments as evaluation tools of blended learning implementation in discrete mathematics course on STIKOM Bali. *Journal of Theoretical and Applied Information Technology*, 96(17), 5803-5818.
- Taylor, P. J. (2005). Matrix effects: the Achilles heel of quantitative high-performance liquid chromatography-electrospray-tandem mass spectrometry. *Clinical biochemistry*, 38(4), 328-334. <https://doi.org/10.1016/j.clinbiochem.2004.11.007>
- Warrick, D. D. (2017). What leaders need to know about organizational culture. *Business Horizons*, 60(3), 395-404. <https://doi.org/10.1016/j.bushor.2017.01.011>
- Weiss, S., Steger, D., Schroeders, U., & Wilhelm, O. (2020). A reappraisal of the threshold hypothesis of creativity and intelligence. *Journal of Intelligence*, 8(4), 38.
- Widyastika, Y., & Jannah, L. M. (2017). Analysis On The Factors That Affect Widyaiswara Engagement In The Centre For Education And Training of The Ministry of Manpower of The Republic of Indonesia. In *1st International Conference on Administrative Science, Policy and Governance Studies (ICAS-PGS 2017) and the 2nd International Conference on Business Administration and Policy (ICBAP 2017)* (pp. 138-148). Atlantis Press.
- Wolters, C. A., & Brady, A. C. (2021). College students' time management: A self-regulated learning perspective. *Educational Psychology Review*, 33(4), 1319-1351.
- Wuryaningrum, R., Bektiarso, S., & Suyitno, I. (2020). The Effects of Knowledge-Transforming Text on Elementary Students' Declarative, Procedural Knowledge, and Motivation in Environmental Learning. *International Journal of Instruction*, 13(1), 567-586.

Biography of Authors

	<p>I Wayan Mudita is a Doctoral Program Student of Educational Science at Universitas Pendidikan Ganesha. Email: muditawayan91@gmail.com</p>
	<p>I Made Yudana is a Professor at the Educational Administration Department of Universitas Pendidikan Ganesha. Email: made.yudana@undiksha.ac.id</p>
	<p>I Nyoman Natajaya is a Professor at Educational Administration Department of Universitas Pendidikan Ganesha. Email: nyoman.natajaya@undiksha.ac.id</p>
	<p>I Putu Wisna Ariawan is an Associate Professor at the Mathematics Education Department of Universitas Pendidikan Ganesha. His last education is Measurement and Evaluation in Education at Universitas Negeri Jakarta. Email: wisna.ariawan@undiksha.ac.id</p>