

# **The Effect of Training and Incentives on Employee Performance through Work Productivity at the Public Health Center in Bissapu Sub-district, Bantaeng Regency**

**Vanty Rosanty Djabbar, Nasruddin Nawawi and Hasmin Tamsah**

Magister Program, Sekolah Tinggi Ilmu Ekonomi AMKOP Makassar, Indonesia  
Vanty.djabbar@gmail.com, nas.nawawi@yahoo.com, hasmin@stieamkop.ac.id

**Yusriadi Yusriadi**

Sekolah Tinggi Ilmu Administrasi Puangrimaggalatung, Makassar, Indonesia  
yusriadi.yusriadi@uqconnect.edu.au

**Kartika Sari Lubis and Ade Rahma Ayu Siregar**

Sekolah Tinggi Ilmu Manajemen Sukma Medan, Indonesia  
kartikalubis77@gmail.com, aderahma19@yahoo.com

**Bebby Masitho Batubara**

Public Administration Study Program, Faculty of Social and Political Sciences,  
Universitas Medan Area, Indonesia  
beby@staff.uma.ac.id

## **Abstract**

This study aims to determine and analyze training and incentives on employee performance through work productivity at the Public Health Centre (PHC or PHC) in Bissapu Sub-district, Bantaeng Regency. This research was conducted at the PHC in Bissapu Sub-district, Bissappu Health Center and Campagaloe Health Center. This research design is a survey with a quantitative approach. The population in this study were all employees, State Civil Apparatus (ASN) and Non-ASN at the PHC in Bissapu Sub-district, Bantaeng Regency, with 115 employees. The sampling technique is total sampling by involving all members of the population as a sample. Data were collected through observation, interviews, questionnaires, and documentation, while data analysis used path analysis. The results show that training and incentives can improve performance directly and indirectly through work productivity. What is different in this study is to separate productivity and performance, that not all productive employees show good performance, but good performing employees will undoubtedly be productive at work.

## **Keywords**

Training, Incentives, Work Productivity, and Employee performance

## **1. Introduction**

Health is one of the essential elements of the quality of life and national development to realize Indonesia. PHC are at the primary level in health organizations where health workers work together to achieve health development goals (Sulaeman, 2009).

As an essential resource for both hospitals and health centers, health center employees or health workers need to be continuously developed to create productivity and performance in carrying out their duties and responsibilities; many factors can encourage increased productivity.

Training is an instrument in developing apparatus resources or improving the quality of the apparatus in increasing knowledge, expertise, skills, and attitudes to carry out professional duties. According to Manullang (2011), training

must improve the technical, theoretical, conceptual, and moral skills of human resources so that the work productivity of these human resources can increase optimally.

Incentives also affect employee productivity. According to Panggabean (2010) that incentives are rewards that link income with production power. Incentives are rewards in the form of money that comes from those who can. Work beyond the standards that have been set.

The role of training, incentives, and productivity are essential aspects in supporting the achievement of employee performance, and one way to assess employee performance is to look at their performance.

This study seeks to reveal how the influence of training and incentives on employee performance through work productivity at the PHC in Bissapu Sub-district, Bantaeng Regency.

## **2. Literature Review**

Panggabean (2010) incentives are rewards that link income with production power. Incentives are rewards in the form of money that come from those who. Can work beyond the standards that have been set, incentives are: "Compensation that links pay based on being able to increase employees' productivity to achieve a competitive advantage. Martoyo's (2010) incentive is a reward bonus (additional) because there are superior results different from others, which are intended to increase employees' productivity and keep employees who excel in their organization. Research conducted by Ramadhan also supports the conceptual framework on the impact of training on employee work productivity, Ilham (2009); the findings of this research are that education and training programs impact work productivity.

Reports that training encourages workers to improve their skills and intellectual aspects, insight, and skills that are of higher quality and increase. After that, Fathoni (2006) reported that education and training are a form of coaching on the power of activity to guide in improving people's energy base skills in carrying out their duties. Thus, human resource training will improve employee performance. This conceptual framework on the impact of training on employee performance is also supported by research by Riza Rezita (2015). Research findings show that education and training have a significant favorable influence on employee performance.

Hasibuan (2011) argues that incentives are bonuses to compensate for services provided to exceptional employees whose achievements are above-expected results. This incentive is a tool used to support the principle of balance in the provision of rewards. Not only that for Mangkunegara (2011) stated that incentives are a form of encouragement that is claimed in the form of money based on great ability and is also a sense of recognition from the agency for the ability of employees and participation in institutions. The conceptual framework on the impact of incentives on employee performance is also supported by research that has been carried out by Rosmida (2012) which in his research concluded that the effect of incentives on employee performance has a positive and significant impact.

For Gomes (2013), employee performance as a form of expression of output, efficiency, and effectiveness is often associated with productivity. Then for Hariandja (2010), an objective performance appraisal will provide appropriate feedback. Through appropriate feedback, it is hoped that changes in behavior will occur towards the expected increase in work productivity. This conceptual framework on the impact of work productivity on employee performance is also supported by research conducted by Rauf (2015); his findings show that work productivity affects employee performance.

Reports that education and training are a form of coaching on the power of activity to guide in improving people's energy base skills in carrying out their duties. Thus, human resource training will improve employee performance. Simamora (2012) states that incentives are rewards that involve costs based on increasing the production power of employees to achieve competitive advantages. Thus, training accompanied by work productivity will improve employee performance.

suggests that incentives are a form of motivation expressed in the form of money based on high performance and is also a sense of recognition from the organization on employee performance and contributions to the organization. According to Manullang (2011), training should aim to improve the technical, theoretical, abstract, and moral skills of HR so that the production power of HR activities can increase to the maximum according to the skills they have acquired. To provide opportunities for HR in this case, employees to improve themselves and allow to achieve the

opportunity to occupy a more significant position. Thus, incentives accompanied by work productivity will improve employee performance.

### 3. Methods

This research was carried out at the Bissapu Sub-district Health Center, namely Bissappu Health Center and Campagaloe Health Center. This research design is a survey with a quantitative approach. The population in this study were all employees (ASN and Non-ASN) at the PHC in Bissapu Sub-district, Bantaeng Regency, with 115 employees. The sampling technique is total sampling by involving all members of the population as a sample. Data were collected through observation, interviews, questionnaires, and documentation, while data analysis used path analysis.

### 4. Results

X1 and X2 against Y1 is presented in Table 1.

Table 1. X1 and X2 against Y1

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.477	1.745		3.712	.000
	Training_X1	.434	.078	.476	5.551	.000
	Incentives_X2	.249	.084	.253	2.950	.004

Dependent Variable: Work Productivity (Y1)

Source: Data processing, 2020.

The form of the equation path can be written as follows  $Y1 = 0.476X1 + 0.253X2 + e1$ . Diagrammatic path analysis can be shown as follows in Figure 1:

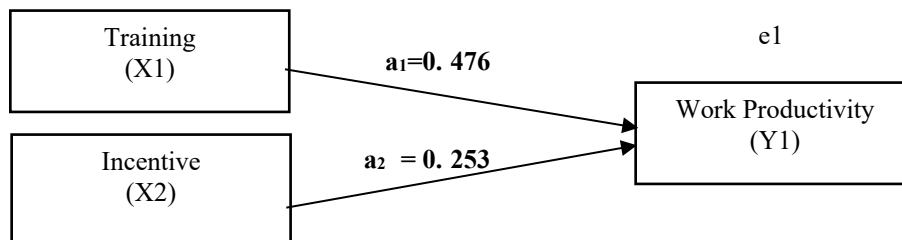


Figure 1. Path analysis diagram 1

Source: Synthesis Results, 2020.

Effect of Training (X1) on Work Productivity (Y1); The path coefficient value ( $\alpha_1$ ) = 0.476 with a significant level of 0.000 which means significant (Sig < 0.05). Therefore, it is called where Training (X1) has a significant positive impact on Work Productivity (Y1). Effect of Incentives (X2) on Work Productivity (Y1); Path coefficient ( $\alpha_2$ ) = 0.253 with a significant level of 0.004 which means significant (Sig < 0.05). Therefore, it is stated that the Incentive (X2) has a significant positive impact on Work Productivity (Y1). The value of the determinant or R-Square (R<sup>2</sup>) is worth 0.421 or 42.1%. This shows that a 42.1% increase and decrease in the Work Productivity factor (Y1) can be explained by changes in Training (X1) and Incentives (X2). And the remaining 57.9% can be explained by other factors apart from this research. More clearly is shown in the following Table 2.

Table 2. Output Coefficient of Determination

Model Summary				
Model	R	R Square	Adjured R Square	Std. Error of the Estimate
1	.649 <sup>a</sup>	.421	.411	2.187

Source: Processed data, 2020

Table 3. Effect (X) on (Y2)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.375	1.213		5.257	.000
	Leadership Quality (X)	.683	.056	.775	12.133	.000

Source: Data processing, 2020.

The path coefficient value is 0.775 with a significant level of 0.000 which means it is significant (Sig < 0.05). Therefore, it is stated where the variable of Leadership Quality (X) has a significant positive impact on Organizational Commitment (Y2). The magnitude of the impact of Variable X on Y2 can be seen from the standardized coefficients beta value of 0.775 points (Table 4).

Table 4. X1, X2, and Y1 against Y2

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.520	1.291		5.827	.000
	Training (X1)	.167	.062	.235	2.702	.008
	Incentives (X2)	.218	.061	.285	3.570	.001
	Work Productivity (Y1)	.275	.066	.353	4.167	.000

Dependent Variable: Employee Performance (Y2)

Source: Data processing, 2020.

The form of regression equation can be written as follows:  $Y2 = 0.235X1 + 0.285X2 + 0.353Y1 + e2$   
Diagrammatic path analysis can be shown as follows in Figure 2:

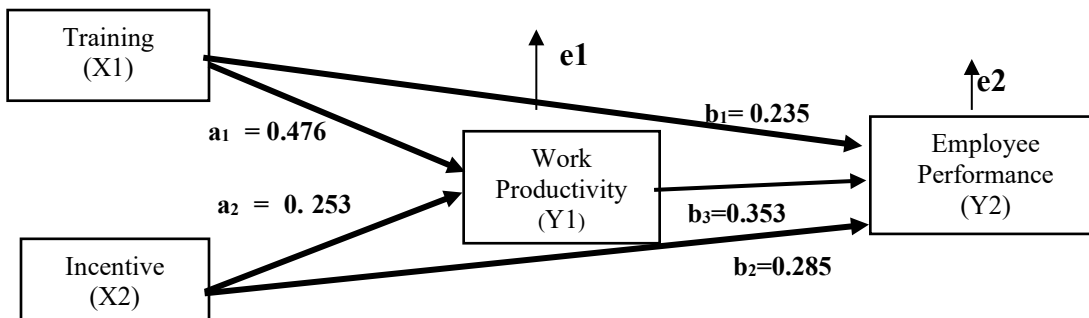


Figure 2. Path analysis diagram 2

Source: Synthesis Results, 2020.

Effect of Training (X1) on Employee Performance (Y2); The path coefficient value ( $\beta_1$ ) = 0.235 with a significant level of 0.008 which means it is significant (Sig < 0.05). Therefore, it is stated where the training variable (X1) has a significant positive impact on employee performance (Y2).

Influence of Incentives (X2) on Employee Performance (Y2); The path coefficient value ( $\beta_2$ ) = 0.285 with a significant level of 0.001 which means it is significant (Sig < 0.05). Therefore, it is stated where the Incentive variable (X2) has a significant positive impact on Employee Performance (Y2).

Effect of Work Productivity (Y1) on Employee Performance (Y2); Path coefficient ( $\beta_3$ ) = 0.353 with a significant level of 0.000 which means significant (Sig < 0.05). Therefore, it is stated where the Work Productivity variable (Y1) has a significant positive impact on Employee Performance (Y2).

Determination Test (R-Square) Structure 2 Structure; The value of the determinant or R-Square (R<sup>2</sup>) is 0.538 or 53.8%. This shows that 53.8% of changes in employee performance (Y<sub>2</sub>) can be managed well with changes in Training (X<sub>1</sub>), Incentives (X<sub>2</sub>), and Work Productivity (Y<sub>1</sub>). In comparison, the remaining 46.2% can be explained by other variables apart from the research. More details can be seen in the following Table 5 and Table 6.

Table 5. Determinant Coefficient Analysis

Model Summary				
Model	R	R-Square	Adjusted R Square	Std. Error of the Estimate
1	.734 <sup>a</sup>	.538	.526	1.527

Source: Processed data, 2020

Table 6. Hypothesis Test Results

Hypothesis	Value	Sig.	Inferred
Training has a significant positive impact on work productivity at PHC in Bissapu Subdistrict, Bantaeng Regency	0.476	0.000	Positive and Significant
Incentives have a significant positive impact on work productivity at PHC in Bissapu Subdistrict, Bantaeng Regency	0.253	0.004	Positive and Significant
Training has a significant positive impact on the performance of employees at the PHC in Bissapu Subdistrict, Bantaeng Regency	0.235	0.008	Positive and Significant
Incentives have a significant positive impact on the performance of employees at the PHC in Bissapu Subdistrict, Bantaeng Regency	0.285	0.001	Positive and Significant
Work productivity has a significant positive impact on employee performance at PHC in Bissapu Subdistrict, Bantaeng Regency	0.353	0.000	Positive and Significant
Training has a significant positive impact on employee performance through work productivity at PHC in Bissapu Subdistrict, Bantaeng Regency	0.168	0.024	Positive and Significant
Incentives have a significant positive impact on employee performance through work productivity at PHC in Bissapu Subdistrict, Bantaeng Regency	0.090	0.070	Positive and Insignificant

## 5. Discussion

The results of this study are supported by (Budiartha et al., 2015; Haryati and Sibarani, 2015; Nanang, 2020; Salama et al., 2017; Upusapporah and Mattalatta, 2017), who conclude that there is a positive and significant effect of training on work productivity. One of the keys to the success of the organization is directing its goals. The training that follows will increase knowledge, understanding, skills, and conceptual skills to carry out work activities, increasing work productivity, meaning that organizational resources will be more effective and efficient.

This study is supported by (Febrianto et al., 2016; Climate, 2020; Rompis and Sendow, 2019; Rori and Laloan, 2020), who conclude that there is a positive and significant effect of incentives on work productivity. The provision of incentives is a stimulus for employees to maximize their power and thoughts for the organization's benefit. More incentives are given relatively, and rewards to employees will increase their work productivity.

The results of this study are supported by (Gultom et al., 2019; Malik et al., 2020; Marjaya and Pasaribu, 2019; Mustikawati and Ansar, 2019; Nugraha et al., 2020; Ramang et al., 2019; Rosmawati et al., 2019; Solihin et al., 2019) which concluded that there was a positive and significant effect of training on performance. Training is an essential means to improve the ability of employees in their organization. More often, the more training is carried out, the more

skilled the employee is at work, and skilled employees certainly provide good work results such as the work being done to be of high quality. Able to do a better job without feeling pressured and even raises a commitment between himself and his organization.

The results of this study are supported by (Bahari et al., 2019; Sintoso and Heryenzus, 2021; Wawo et al., 2018; Zulkarnaen and Suwarna, 2017), who conclude that there is a positive and significant effect of incentives on performance. Incentives as a form of appreciation given by the organization for achievements in work, and incentives can trigger better work results. The better the incentives provided will encourage the improvement of the employee's performance.

The results of this study are supported by (Andriani et al., 2020; Bahri, 2016; Michaelis et al., 2015; Zulkarnaen and Suwarna, 2017), who conclude that there is a positive and significant effect of work productivity on performance. Work productivity is the maximum utilization of potential to achieve the best results from a job. Employees with a good level of productivity will lead to increased performance, higher quality work output and can be completed by the specified time.

Training is an essential aspect in developing organizational resources, through practical training will make employees more proficient at work so that they become productive in their work and performance can be improved.

Incentives are a stimulus to encourage employees to work better; incentives also mean an award given by the organization to achieve the employee's performance. The better incentives received by employees should be able to increase their productivity and have an impact on improving their performance. But sometimes, not everyone can judge well the incentives provided.

## **6. Conclusion**

Based on the results and discussion, it can be concluded that training and incentives can improve performance directly and indirectly through work productivity. What is different in this study is to separate productivity and performance, that not all productive employees show good performance, but good performing employees will undoubtedly be productive at work.

## **References**

- Andriani, A., Musseng, A., and Iqbal, I. Analisis Disiplin Pegawai dan Produktivitas Kerja Terhadap Kinerja Direktorat Jenderal Bea dan Cukai Sulawesi Bagian Selatan Di Makassar. *MM Journal*, 1(2), 19–27, 2020.
- Bahari, I. A., Umar, A., and Kadir, I. Pengaruh Kompetensi Dan Insentif Terhadap Kinerja Melalui Kepuasan Kerja Pegawai Dinas Kesehatan Kabupaten Bulukumba. *YUME: Journal of Management*, 2(3), 2019.
- Bahri, S. Pengaruh pengembangan karier dan kompetensi terhadap produktivitas kerja serta implikasinya pada kinerja pegawai dinas pu bina marga wilayah kerja Sumatera Selatan. *Jurnal Ecoment Global: Kajian Bisnis Dan Manajemen*, 1(1), 21–50, 2016.
- Budiartha, I. G. N., Bagia, I. W., and Suwendra, I. W. Pengaruh pelatihan dan motivasi kerja terhadap produktivitas kerja karyawan. *Jurnal Manajemen Indonesia*, 3(1), 2015.
- Dian Ratih Prahesti, Abdul. Kodir Djaelani and M. Choirul ABS. Pengaruh Kemampuan, Motivasi Dan Kinerja Pegawai Terhadap Produktivitas Kerja (Studi Kasus Pada Universitas Islam Malang). e – *Jurnal Riset Manajemen Prodi Manajemen. Fakultas Ekonomi Unisma.*, 2017.
- Febrianto, A., Minarsih, M. M., and Warso, M. M. Pengaruh insentif, komunikasi dan lingkungan kerja terhadap kepuasan kerja dan implikasinya terhadap produktivitas kerja di CV. Duta Karya Semarang. *Journal of Management*, 2(2), 2016.
- Ghozali, Imam. *Aplikasi Analisis Multivariat dengan program SPSS*, Badan Penerbit Universitas Diponegoro, Semarang, 2011.
- Gultom, D. F., Wati, W., and Sinaga, J. Pengaruh Kompetensi Dan Pelatihan Terhadap Kinerja Karyawan Pada Pt. Perkebunan Nusantara Ii (Tanjung Morawa Medan) Produksi Kelapa Sawit. *Jurnal Manajemen*, 5(1), 27–34., 2019.
- Hariandja, MARIHOT TUA. Efendi. *Manajemen Sumber Daya Manusia, Edisi Revisi, Cetakan Kedua*, PT. Grasindo, Jakarta, 2010.
- Haryati, E., and Sibarani, J. D. Pengaruh pelatihan terhadap produktivitas kerja karyawan pada pt pp. London Sumatera Indonesia, *Tbk MEDAN. Jurnal Bis-A: Jurnal Bisnis Administrasi*, 4(2), 32–52, 2015.

- Hasibuan, Malayu S.P. *Manajemen Sumber Daya Manusia*. Bumi Aksara, Jakarta, 2011.
- Iklima, I. Analisis pemberian insentif terhadap tingkat produktivitas kerja karyawan cv. Sumber jaya abadi banjarmasin. *Persitas Islam Kalimantan MAB*, 2020.
- Malik, D. A., Tumbel, A. L., and Trang, I. Pengaruh pendidikan dan pelatihan terhadap kinerja karyawan PT. Tirta investama-airmadidi (AQUA). *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 8(1), 2020.
- Marjaya, I., and Pasaribu, F. Pengaruh Kepemimpinan, Motivasi, Dan Pelatihan Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 129–147, 2019.
- Martoyo, Susilo. *Manajemen Sumber Daya Manusia*, BPFE, Yogyakarta, 2010.
- Mazura Mujiono Rosmida. Pengaruh Incentive pada Kinerja Pegawai Negeri Sipil (Kasus di Badan Kepegawaian Daerah Kab Bengkalis). *Jurnal Ilmiah Mahasiswa Vol. 1, Nomor 1, Des*, 2012.
- Michaelis, B., Wagner, J. D., and Schweizer, L. Knowledge as a key in the relationship between high-performance work systems and workforce productivity. *Journal of Business Research*, 68(5), 1035–1044, 2015.
- Mustikawati, M., and Ansar, A. Analisis Pengaruh Kepemimpinan, Kompensasi, Pendidikan Dan Pelatihan Terhadap Kinerja Melalui Kompetensi Dosen Stmik Handayani Makassar. *YUME: Journal of Management*, 2(3), 2019.
- Nanang, N. K. Pengaruh Pelatihan Terhadap Produktivitas Kerja Karyawan PT. Bank DKI Cabang Matraman Jakarta Timur. *Jurnal Al-Fatih Global Mulia*, 2(1), 47–56, 2020.
- Nugraha, A., Firman, A., and Asri, A. Pengaruh Pendidikan Dan Pelatihan Terhadap Kinerja Melalui Kompetensi Pegawai Pada Dinas Pariwisata Dan Kebudayaan Kabupaten Pangkep. *Jurnal Aplikasi Manajemen and Kewirausahaan MASSARO*, 2(1), 49–63, 2020.
- Panggabean, S., Mutiara. *Manajemen Sumberdaya Manusia*. Bogor: Ghalia Indonesia, 2010.
- Ramang, R., Solihin, S., and Asrin, A. Pengaruh Diklat Dan Kepemimpinan Terhadap Kinerja Pegawai Melalui Kemampuan Kerja Kantor Radio Republik Indonesia (Rri) Nunukan Kalimantan Utara. *YUME: Journal of Management*, 2(2), 2019.
- Ramadhan, Ilham. *Pengaruh Program Pendidikan Dan Pelatihan Terhadap Produktivitas Kerja Karyawan Pada KUD Trisula Di Kabupaten Majalengka*, 2009.
- Ravianto, J. *Produktivitas dan Manajemen*, Penerbit: Lembaga Sarana Informasi Usaha dan Produktivitas. Jakarta, 2009.
- Riza Rezita. *Pengaruh Pendidikan Dan Pelatihan (Diklat) Terhadap Kinerja Pegawai Pada Badan Perpustakaan Dan Arsip Daerah Daerah Istimewa Yogyakarta (BPAD DIY)*, 2015.
- Rompis, J., and Sendow, G. Pengaruh Insentif, Turnover Dan Keterlibatan Kerja Terhadap Produktivitas Kerja Karyawan Cv. Segarindo Utama Minahasa. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 7(2), 2019.
- Rori, R. N., and Laloan, C. Pengaruh Insentif Dan Jaminan Sosial Terhadap Produktivitas Kerja Karyawan Pada PT. Astra Daihatsu Malalayang Manado. *LITERACY-Jurnal Pendidikan Ekonomi*, 1(2), 54–70, 2020.
- Rosmawati, R., Umar, A., and Dammar, B. Pengaruh Pendidikan Dan Pelatihan (Diklat), Disiplin Kerja Terhadap Pengembangan Karir Melalui Kinerja Pegawai Kantor Kecamatan Bissappu Di Kabupaten Bantaeng. *YUME: Journal of Management*, 2(2), 2019.
- Salama, S., Tamsah, H., and Natsir, M. Pengaruh Pelatihan, Motivasi Kerjadan Pengembangan Karir Terhadap Prestasi Kerja Pegawai Pada Satuan Polisi Pamong Praja Kabupaten Soppeng. *Jurnal Mirai Management*, 2(1), 164–174, 2017.
- Solihin, S., Ansar, A., and Natsir, M. Ngaruh pendidikan, pelatihan dan pengalaman kerja terhadap kinerja pegawai kementerian agama kota makassar. *YUME: Journal of Management*, 2(2), 2019.
- Wawo, A., Dammar, B., and Fattah, M. N. Pengaruh Kepemimpinan, Motivasi, dan Insentif terhadap Kinerja Pegawai pada Kantor Lurah Limpomajang Kecamatan Marioriawa Kabupaten Soppeng. *YUME: Journal of Management*, 1(2), 2018.
- Werther, William B. dan Keith Davis. *Human Resources and Personal Management*, New York: McGraw-Hill, 2006.
- Widodo, Suparno Eko. *Manajemen Pengembangan Sumber Daya. Manusia*. Cetakan ke-1, Pustaka Pelajar, Yogyakarta, 2015.
- Wawo, A., Dammar, B., and Fattah, M. N. Pengaruh Kepemimpinan, Motivasi, dan Insentif terhadap Kinerja Pegawai pada Kantor Lurah Limpomajang Kecamatan Marioriawa Kabupaten Soppeng. *YUME: Journal of Management*, 1(2), 2018.

## **Biographies**

**Vanty Rosanty Djabbar** is a student at Magister Program of Economic Science of STIE AMKOP, Indonesia. Her areas of interest and research include social science and economic. She has published some articles in national journals.

**Nasruddin Nawawi** is a lecturer at Economics Department of STIE AMKOP, Indonesia. His areas of interest and research include economic, management, management human resource. He has published some books and many articles in national and international journals.

**Hasmin Tamsah** is a lecturer at Magister Program of Economic Science of STIE AMKOP, Indonesia. He has done many research pieces in studying Human Resources, Human Development Theory, and Environmental Economics. As a researcher, he has published many articles in both national and international journals, and also some books. He is also a reviewer and editor in several accredited journals.

**Yusriadi Yusriadi** is a lecturer at Public Administration Department of Sekolah Tinggi Ilmu Administrasi Puangrimaggalatung, Indonesia and chancellor on Sekolah Tinggi Ilmu Hukum Pengayoman. His areas of interest and research include social science, political science, sociology, legal studies, and public administration. He has published some books and many articles in national and international journals. He is a reviewer and editor in some local and international journals.

**Kartika Sari Lubis**, is a lecturer at Sekolah Tinggi Ilmu Manajemen Sukma Medan, Indonesia.

**Ade Rahma Ayu Siregar**, is a lecturer at Sekolah Tinggi Ilmu Manajemen Sukma Medan, Indonesia.

**Beby Mashito Batubara**, She is a lecturer at the Public Administration Study Program, Faculty of Social and Political Sciences, Universitas Medan Area, Indonesia. And now, she is currently pursuing doctoral studies at Development Studies, Faculty of Social and Political Sciences, Universitas Sumatera Utara.