

Analysis of the Effectiveness of Official Travel and Work Discipline on the Achievement of Work Outcomes and Its Implications for Employee Performance

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Abstract

This study aims to analyze the effect of official travel effectiveness and work discipline on work achievement and its implications for employee performance at the Department of Agriculture, Food Security, and Fisheries of Tasikmalaya Regency. The background of this study is based on the high intensity of official travel activities and the suboptimal level of employee discipline, which are suspected to affect productivity and organizational performance. This research employed a quantitative method with descriptive and verificative approaches. The number of respondents was 76 employees, determined using the Slovin technique. Data were analyzed using path analysis to examine both direct and indirect relationships among variables. The results indicate that the effectiveness of official travel and work discipline have a significant effect on work achievement, with coefficients of 0.327 and 0.416, respectively. Work achievement also has a significant effect on employee performance, with a coefficient of 0.495. The indirect effect of official travel effectiveness on employee performance through work achievement is 0.219, while the direct effect is 0.104. The total contribution of the model to employee performance is 81.9% ($R^2 = 0.819$), with a residual error value of 0.43. The study concludes that effective management of official travel activities and consistent enforcement of work discipline play an important role in improving work achievement and employee performance.

Keywords: *Official Travel Effectiveness; Work Discipline; Work Achievement; Employee Performance*

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INTRODUCTION

Employee performance is one of the key factors in determining the success of public sector organizations in achieving predetermined objectives (Amaliyah, 2024). Government organizations are required to deliver public services that are effective, efficient, and accountable in line with the increasing public demand for service quality (Dewi, 2023). In this context, the achievement of employee performance is influenced by various factors, both internal and external to the organization (Alfia, 2016). One important factor that deserves attention is the effectiveness of official travel activities as well as the level of employee work discipline.

Official travel constitutes part of employees' work activities aimed at supporting the implementation of organizational duties, such as inter-agency coordination, field supervision, technical assistance, and other operational activities (Alamsyah, 2024). A high intensity of official travel, if not managed effectively, may

lead to various problems, including delays in task completion, discrepancies between activity objectives and outcomes, and a decline in employee productivity (Anggrianingsih, 2021). Therefore, the effectiveness of official travel is a crucial aspect that must be considered to ensure that such activities provide tangible contributions to the achievement of organizational goals.

In addition to the effectiveness of official travel, work discipline also plays a strategic role in determining employee performance (Anggarwati, 2022). Work discipline reflects the level of employee compliance with organizational rules, procedures, and work norms (Cahaya, 2021). Employees with a high level of work discipline tend to demonstrate responsibility, consistency in carrying out tasks, and commitment to achieving established work targets. Conversely, low work discipline can result in delays in task completion, poor quality of work outcomes, and a decline in overall organizational performance (Dwiyani, 2022)

The effectiveness of official travel and work discipline ultimately affect the achievement of employee work outcomes. Work outcome achievement describes the level of success of employees in completing their duties and responsibilities in accordance with predetermined standards and targets (Iriyanti, 2022). Optimal achievement of work outcomes is an important indicator in assessing employee performance, as good work outcomes reflect effective work processes and disciplined work behavior (Handoko, 2012). Thus, work outcome achievement can be positioned as an intervening variable that mediates the influence of the effectiveness of official travel and work discipline on employee performance.

Employee performance, as the main variable in this study, reflects the level of achievement of work outcomes in terms of both quality and quantity in accordance with each employee's role and responsibilities. Good employee performance not only enhances individual productivity but also contributes to improving overall organizational performance. In government organizations, optimal employee performance is expected to support the realization of good governance and the improvement of public service quality

Based on the above description, an empirical study is needed to analyze the effect of the effectiveness of official travel and work discipline on work outcome achievement and its implications for employee performance. This research was conducted at the Department of Agriculture, Food Security, and Fisheries of Tasikmalaya Regency, with the aim of providing an overview of the actual conditions of official travel effectiveness, work discipline, work outcome achievement, and employee performance, as well as analyzing both direct and indirect relationships among these variables.

Specifically, this study aims to analyze the effect of official travel effectiveness on work outcome achievement, the effect of work discipline on work outcome achievement, and the effect of work outcome achievement on employee performance. In addition, this study also seeks to examine the indirect effects of official travel effectiveness and work discipline on employee performance through work outcome achievement.

The results of this study are expected to provide theoretical contributions to the development of human resource management studies, particularly those related to work effectiveness, work discipline, and employee performance in the public sector. Practically, this research is expected to serve as a reference for organizational leaders in formulating policies related to the management of official travel activities

and the enforcement of work discipline in order to improve work outcome achievement and employee performance on a sustainable basis

To further clarify the research context, the implementation of official travel and employee work discipline has become a relevant issue in public sector organizations. Official travel activities are often viewed as organizational necessities to support field operations, cross-sector coordination, and decision-making based on real field conditions. However, in practice, official travel that is not optimally planned and evaluated may result in inefficient use of working time, misalignment between activity objectives and outputs, and reduced employee focus on core office tasks. If such conditions occur repeatedly, they may negatively affect work outcome achievement and overall employee performance.

Employee work discipline is also a common issue encountered in government organizations. Work discipline is not limited to compliance with working hours but also includes adherence to work procedures, responsibility in completing tasks, and consistency in achieving established targets. Low work discipline can lead to a decline in both the quality and quantity of employee work outcomes, which ultimately impacts organizational performance. Therefore, work discipline should be understood as a critical internal factor that determines employees' success in achieving optimal work outcomes.

In this study, work outcome achievement is positioned as a mediating variable linking the effectiveness of official travel and work discipline with employee performance. Work outcome achievement reflects the extent to which employees successfully realize planned work targets in terms of timeliness, quality of results, and compliance with established standards. Employees who are able to achieve optimal work outcomes indicate that their work processes have been carried out effectively and with discipline. Accordingly, work outcome achievement serves as an important indicator in assessing the contribution of official travel effectiveness and work discipline to employee performance.

Based on the above explanation, this study is designed to provide empirical evidence and a more comprehensive understanding of the relationships among official travel effectiveness, work discipline, work outcome achievement, and employee performance. The findings are expected to offer a stronger basis for managerial decision-making within the Department of Agriculture, Food Security, and Fisheries of Tasikmalaya Regency, particularly in efforts to improve employee work effectiveness and organizational performance in a sustainable manner.

METHODOLOGY

This study was designed using a quantitative approach with descriptive and verificative methods. The research design aims to provide an empirical description of the conditions of official travel effectiveness, work discipline, work outcome achievement, and employee performance, while also testing the causal relationships among the variables examined. The descriptive approach is used to describe the characteristics of each research variable, whereas the verificative approach is employed to test the validity of the research hypotheses based on data obtained from the field.

The variables examined in this study include the effectiveness of official travel and work discipline as independent variables, work outcome

achievement as an intervening variable, and employee performance as the dependent variable. Research data were collected using a questionnaire instrument developed based on variable indicators derived from theoretical foundations and adjusted to the characteristics of the research object. The research instrument employed a five-point Likert scale to measure respondents' perceptions of each indicator.

In addition to questionnaires, data collection was supported by documentation studies and literature reviews aimed at strengthening the theoretical foundation and obtaining relevant supporting information related to the research. Prior to data collection, the research instrument was tested for validity and reliability to ensure that it was appropriate for use as a measurement tool.

The research subjects consisted of all employees of the Department of Agriculture, Food Security, and Fisheries of Tasikmalaya Regency. The research population comprised 76 employees. Given the relatively limited population size, a census sampling technique was applied, whereby all members of the population were included as research respondents. The use of this technique is expected to produce more representative data and provide a comprehensive overview of the research conditions.

The data analysis technique used in this study was path analysis. Path analysis was applied to determine the magnitude of both direct and indirect effects of official travel effectiveness and work discipline on employee performance through work outcome achievement. Before conducting path analysis, the research data were tested using statistical assumption tests, including normality and linearity tests. Data processing and analysis were carried out using statistical software to obtain accurate and objective analytical results.

RESULTS AND DISCUSSION

A. Results

a. Descriptive Analysis

1) Respondent Characteristics

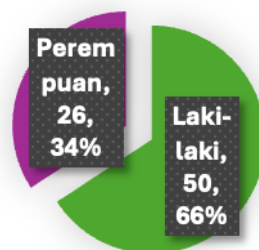


Figure 1. Respondent Characteristics Chart Based on Gender

Source: Primary Data Processing Results, 2025

Based on Figure 1, it can be seen that the composition of male respondents is significantly higher than that of female respondents, amounting to 66% (50 respondents). Meanwhile, female respondents account for approximately 34% (26 respondents).

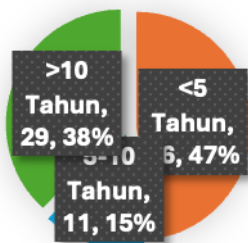


Figure 2. Respondent Characteristics Chart Based on Length of Service

Source: Primary Data Processing Results, 2025

Based on Figure 2, it can be observed that the majority of respondents have a length of service of less than five years, with a proportion of approximately 47% (36 respondents). The second-largest group consists of respondents with a length of service of more than ten years, accounting for approximately 38% (29 respondents). This indicates that most respondents in this study are employees who have worked for less than five years.

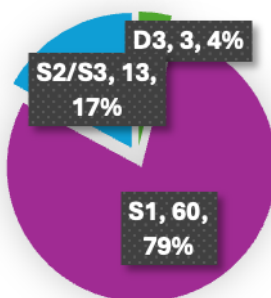


Figure 3. Respondent Characteristics Chart Based on Educational Level

Source: Primary Data Processing Results, 2025

Based on Figure 3, it can be seen that most respondents have a bachelor’s degree (S1) as their highest level of education, with a percentage of approximately 79% (60 respondents). Furthermore, around 17% of respondents have completed master’s or doctoral degrees (S2/S3). Meanwhile, respondents with a diploma (D3) level of education account for only about 4%.

b. Descriptive Statistics of Research Variables

Results of the Descriptive Analysis of Official Travel Effectiveness

Table 1. Descriptive Statistics of Official Travel Effectiveness

No	Pernyataan	Skor Alternatif Jawaban					Total Skor	Rata-Rata
		5	4	3	2	1		
1	Dinas luar dilakukan sesuai dengan rencana kerja yang telah ditetapkan.	36	29	5	1	5	318	4.18
2	Hasil dari kegiatan dinas luar dilaporkan secara tertib dan tepat	46	21	2	2	5	329	4.33

	waktu.								
3	Dinas luar memberikan manfaat langsung terhadap peningkatan kinerja saya.	19	38	10	4	5	290	3.82	
4	Tujuan dinas luar selalu relevan dengan tugas dan fungsi jabatan saya.	21	36	11	2	6	292	3.84	
5	Waktu pelaksanaan dinas luar cukup proporsional dan tidak mengganggu tugas harian.	25	34	10	1	6	299	3.93	
6	Setelah kegiatan dinas luar, dilakukan evaluasi dan tindak lanjut yang jelas terhadap hasilnya.	39	25	2	4	6	315	4.14	
7	Kegiatan dinas luar memberikan wawasan atau keterampilan baru yang bermanfaat bagi pekerjaan saya.	35	32	3	1	5	319	4.20	
Total Skor Efektivitas Dinas Luar Kota							1515		
Rata-Rata (Standar Deviasi)							4.06 (0.20)		
Kategori)							Baik		

Based on the results of data processing presented in Table 1, it can be seen that the total score for the Official Travel Effectiveness variable is 1,515, with a mean value of 4.06. This score falls within the range of >3.40–4.20. Therefore, based on these results, it can be concluded that respondents' perceptions of Official Travel Effectiveness are categorized as good.

Results of the Descriptive Analysis of Work Discipline

Table 2. Descriptive Statistics of Work Discipline

No	Pernyataan	Skor Alternatif Jawaban					Total Skor	Rata-Rata
		5	4	3	2	1		
1	Saya selalu hadir tepat waktu sesuai dengan jam kerja.	43	22	5	2	4	326	4.29
2	Saya menyelesaikan tugas sesuai dengan tenggat waktu yang diberikan.	43	24	2	4	3	328	4.32

3	Saya mematuhi aturan dan tata tertib yang berlaku di instansi.	44	25	1	0	6	329	4.33
4	Saya menerima teguran atau sanksi jika melanggar aturan kedisiplinan.	38	27	4	1	6	318	4.18
5	Pimpinan secara rutin membina dan memantau kedisiplinan pegawai.	36	27	3	3	7	310	4.08
6	Saya merasa disiplin kerja adalah tanggung jawab pribadi saya tanpa harus diawasi terus-menerus.	46	24	0	0	6	332	4.37
7	Saya memahami konsekuensi dan sanksi jika melanggar aturan kerja yang berlaku.	42	26	2	0	6	326	4.29
Total Skor Kinerja Pegawai							1615	
Rata-Rata (Standar Deviasi)							4.27 (0.10)	
Kategori)							Sangat Baik	

Based on the results of data processing presented in Table 2, it can be seen that the total score for the Work Discipline variable is 3,148, with a mean value of 4.27. This score falls within the range of >4.20–5.00. Therefore, based on these results, it can be concluded that respondents' perceptions of Work Discipline are categorized as very good.

Results of the Descriptive Analysis of Work Outcome Achievement

Table 3. Descriptive Statistics of Work Outcome Achievement

No	Pernyataan	Skor Alternatif Jawaban					Total Skor	Rata - Rata
		5	4	3	2	1		
1	Saya selalu menyelesaikan pekerjaan sesuai dengan target kinerja yang ditetapkan.	37	31	1	3	4	322	4.24
2	Saya mampu mencapai output kerja yang sesuai dengan standar jabatan saya.	34	33	2	1	6	316	4.16
3	Saya mendapatkan hasil kerja yang dinilai	30	34	6	1	5	311	4.09

	baik oleh atasan saya.								
4	Saya berinisiatif meningkatkan kualitas hasil kerja saya.	43	21	5	0	7	321	4.22	
5	Saya mengetahui dan memahami indikator keberhasilan kerja di unit kerja saya.	32	34	3	1	6	313	4.12	
Total Skor Kinerja Pegawai							1583		
Rata-Rata (Standar Deviasi)							4.17 (0.06)		
Kategori)							Kategori		

Based on the results of data processing presented in Table 3, it can be seen that the total score for the Work Outcome Achievement variable is 1,583, with a mean value of 4.17. This score falls within the range of >3.40–4.20. Therefore, based on these results, it can be concluded that respondents' perceptions of Work Outcome Achievement are categorized as good.

Results of the Descriptive Analysis of Employee Performance

Table 4. Descriptive Statistics of Employee Performance

No	Pernyataan	Skor Alternatif Jawaban					Total Skor	Rata-Rata
		5	4	3	2	1		
1	Saya merasa produktif dalam melaksanakan tugas sehari-hari.	30	34	5	3	4	311	4.09
2	Saya mampu bekerja secara efisien dan efektif dalam menyelesaikan tanggung jawab.	36	31	3	2	4	321	4.22
3	Kinerja saya mendapat apresiasi dari pimpinan dan rekan kerja.	30	30	8	3	5	305	4.01
4	Saya aktif berkontribusi dalam kegiatan unit kerja.	34	31	5	3	3	318	4.18
5	Saya merasa kinerja saya meningkat dibandingkan tahun sebelumnya.	27	38	5	2	4	310	4.08
Total Skor Kinerja Pegawai							1565	
Rata-Rata (Standar Deviasi)							4.13 (0.09)	
Kategori)							Baik	

Based on the results of data processing presented in Table 4, it can be seen that the total score for the Employee Performance variable is 1,565, with a mean value of 4.13. This score falls within the range of >3.40–4.20. Therefore, based on these results, it can be concluded that respondents' perceptions of Employee Performance are categorized as good.

b. Data Analysis

a. Validity and Reability Test

1) Validity and Reliability Test of Official Travel Effectiveness Variable

Table 5. Validity Test of Official Travel Effectiveness Variable

No	Pernyataan	r Hitung	r Tabel	Keterangan
1	Dinas luar dilakukan	0.896	0.226	Valid

	sesuai dengan rencana kerja yang telah ditetapkan.			
2	Hasil dari kegiatan dinas luar dilaporkan secara tertib dan tepat waktu.	0.902	0.226	Valid
3	Dinas luar memberikan manfaat langsung terhadap peningkatan kinerja saya.	0.824	0.226	Valid
4	Tujuan dinas luar selalu relevan dengan tugas dan fungsi jabatan saya.	0.848	0.226	Valid
5	Waktu pelaksanaan dinas luar cukup proporsional dan tidak mengganggu tugas harian.	0.786	0.226	Valid
6	Setelah kegiatan dinas luar, dilakukan evaluasi dan tindak lanjut yang jelas terhadap hasilnya.	0.850	0.226	Valid
7	Kegiatan dinas luar memberikan wawasan atau keterampilan baru yang bermanfaat bagi pekerjaan saya.	0.850	0.226	Valid

The calculated correlation coefficient (r-count) obtained from the items in each indicator is higher than 0.226. Therefore, all questionnaire items are considered significant and have good validity.

Table 6. Reliability Test of Official Travel Effectiveness Variable

Variabel	Nilai <i>Cronbach's Alpha</i>	Keputusan
Efektivitas dinas luar	0.936	Reliabel

Based on the reliability test conducted, the Official Travel Effectiveness variable has a Cronbach's alpha value greater than 0.7, namely 0.936. Thus, this result indicates that the research instrument has a high level of reliability.

2) Validity and Reliability Test of Work Discipline Variabl

Table 7. Validity Test of Work Discipline Variable

No	Pernyataan	r Hitung	r Tabel	Keterangan
1	Saya selalu hadir tepat waktu sesuai dengan jam kerja.	0.922	0.226	Valid
2	Saya menyelesaikan tugas sesuai dengan tenggat waktu yang	0.941	0.226	Valid

	diberikan.			
3	Saya mematuhi aturan dan tata tertib yang berlaku di instansi.	0.946	0.226	Valid
4	Saya menerima teguran atau sanksi jika melanggar aturan kedisiplinan.	0.923	0.226	Valid
5	Pimpinan secara rutin membina dan memantau kedisiplinan pegawai.	0.839	0.226	Valid
6	Saya merasa disiplin kerja adalah tanggung jawab pribadi saya tanpa harus diawasi terus-menerus.	0.927	0.226	Valid
7	Saya memahami konsekuensi dan sanksi jika melanggar aturan kerja yang berlaku.	0.936	0.226	Valid

Tabel 8. Uji Reliabilitas Variabel Disiplin kerja

Variabel	Nilai <i>Cronbach's Alpha</i>	Keputusan
Disiplin kerja	0.968	Reliabel

Based on the reliability test conducted, the Work Discipline variable has a Cronbach's alpha value greater than 0.7, which is 0.968. Therefore, this result indicates that the research instrument used to measure the work discipline variable has a high level of reliability.

3) Validity and Reliability Test of Work Outcome Achievement Variable

Table 9. Validity Test of Work Outcome Achievement Variable

No	Pernyataan	r Hitung	r Tabel	Keterangan
1	Saya selalu menyelesaikan pekerjaan sesuai dengan target kinerja yang ditetapkan.	0.941	0.226	Valid
2	Saya mampu mencapai output kerja yang sesuai dengan standar jabatan saya.	0.950	0.226	Valid
3	Saya mendapatkan hasil kerja yang dinilai baik oleh atasan saya.	0.939	0.226	Valid
4	Saya berinisiatif meningkatkan kualitas hasil kerja saya.	0.856	0.226	Valid
5	Saya mengetahui dan	0.950	0.226	Valid

memahami indikator keberhasilan kerja di unit kerja saya.

The calculated correlation coefficient (r-count) obtained from the questionnaire items for each indicator is greater than 0.226. Therefore, all items are considered significant and have good validity.

Table 10. Reliability Test of Work Outcome Achievement Variable

Variabel	Nilai <i>Cronbach's Alpha</i>	Keputusan
Pencapaian hasil kerja	0.958	Reliabel

Based on the reliability test conducted, the Work Outcome Achievement variable has a Cronbach's alpha value greater than 0.7, namely 0.958. Thus, this result indicates that the research instrument has a high level of reliability.

4) Validity and Reliability Test of Employee Performance Variable

Table 11. Validity Test of Employee Performance Variable

No	Pernyataan	r Hitung	r Tabel	Keterangan
1	Saya merasa produktif dalam melaksanakan tugas sehari-hari.	0.913	0.226	Valid
2	Saya mampu bekerja secara efisien dan efektif dalam menyelesaikan tanggung jawab.	0.906	0.226	Valid
3	Kinerja saya mendapat apresiasi dari pimpinan dan rekan kerja.	0.847	0.226	Valid
4	Saya aktif berkontribusi dalam kegiatan unit kerja.	0.891	0.226	Valid
5	Saya merasa kinerja saya meningkat dibandingkan tahun sebelumnya.	0.927	0.226	Valid

The calculated correlation coefficient (r-count) obtained from the questionnaire items for each indicator is greater than 0.226. Therefore, all items are considered significant and have good validity.

Table 12. Reliability Test of Employee Performance Variable

Variabel	Nilai <i>Cronbach's Alpha</i>	Keputusan
Kinerja pegawai	0.938	Reliabel

Based on the reliability test conducted, the Employee Performance variable has a Cronbach's alpha value greater than 0.7, namely 0.938.

Therefore, this result indicates that the research instrument has a high level of reliability.

The Effect of Official Travel Effectiveness on Work Outcome Achievement

The results of the study indicate that the effectiveness of official travel has a significant effect on employees' work outcome achievement. This finding suggests that well-planned official travel activities, with clear objectives and supported by effective coordination, are able to enhance employees' success in completing their duties and responsibilities. Employees who carry out official travel effectively tend to obtain relevant field information and are able to implement it in their work, thereby positively affecting the achievement of work outcomes.

Conceptually, this finding is consistent with the view that task effectiveness is an indicator of organizational performance success. The effectiveness of official travel is not only measured by the frequency of activities but also by the alignment between objectives, processes, and outcomes achieved. Thus, effective official travel becomes one of the important factors in improving work outcomes among public sector employees.

The Effect of Work Discipline on Work Outcome Achievement

The results of the study also show that work discipline has a significant effect on employees' work outcome achievement. Employees with a high level of work discipline demonstrate compliance with work regulations, punctuality, and consistency in completing tasks according to predetermined targets. These conditions encourage the achievement of optimal work outcomes in terms of both quality and quantity.

This finding strengthens human resource management theory, which states that work discipline is a fundamental foundation in building productive work behavior. Work discipline reflects employees' sense of responsibility and commitment to the organization. Therefore, improvements in work discipline will directly contribute to increased work outcome achievement.

The Effect of Work Outcome Achievement on Employee Performance

The analysis results indicate that work outcome achievement has a significant effect on employee performance. Optimal work outcome achievement reflects employees' ability to perform tasks effectively and efficiently, which in turn has a positive impact on overall employee performance. Employees who are able to achieve work targets demonstrate better performance in supporting the achievement of organizational goals.

Theoretically, work outcome achievement is an important indicator in evaluating employee performance. Good work outcomes are a reflection of well-planned work processes, discipline, and goal-oriented behavior. Therefore, work outcome achievement can be used as a benchmark in assessing employee performance within public sector organizations.

CONCLUSION

Based on the results of the study and the discussion presented, it can be concluded that the effectiveness of official travel and work discipline play important roles in improving employees' work outcome achievement. Official travel that is carried out in a well-planned manner and aligned with organizational objectives has been proven to encourage employees to achieve optimal work outcomes. Meanwhile, work discipline serves as an internal factor that significantly influences work outcome achievement through compliance with regulations, punctuality, and responsibility in task execution.

Work outcome achievement has been shown to have a significant effect on employee performance. Employees who are able to achieve work targets demonstrate better performance in supporting organizational objectives. In addition, work outcome achievement acts as an intervening variable that mediates the influence of official travel effectiveness and work discipline on employee performance. The indirect effect of official travel effectiveness on employee performance through work outcome achievement is greater than its direct effect, indicating that improvements in employee performance should begin with improvements in work outcomes.

Overall, this study confirms that enhancing employee performance at the Department of Agriculture, Food Security, and Fisheries of Tasikmalaya Regency can be achieved through more effective management of official travel activities and consistent implementation of work discipline, thereby encouraging sustainable improvements in work outcomes and employee performance.

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