

Analysis of Functional Positions and Professionalism of Civil Servants in Buton Utara Regency

Muhammad Sulimin^{1*}, Muh. Amir², Dewi Erowati³

Universitas Terbuka, Southeast Sulawesi

Corresponding Author: Muhammad Sulimin m.sulimin@gmail.com

ARTICLE INFO

Keywords: Professionalism, Functional Position, Employee, Buton Utara

Received : 28, August

Revised : 09, September

Accepted: 10, October

©2024 Sulimin, Amir, Erowati: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

Team member' professionalism is determined by their ability to carry out tasks according to their field and level. This study aims to analyze the appointment of functional positions in Buton Utara Regency in improving team member professionalism. Using a qualitative approach, data was obtained through in-depth interviews and documentation from functional officials and local community leaders. The analysis used reduction, presentation, and conclusion-drawing techniques. The study results indicate that appointing functional positions in Buton Utara is by central government procedures and can improve team members' professionalism. The ASN Law emphasizes the importance of competence as the foundation of the ASN profession. Appointment is carried out by recruiting civil servants or transfers from other positions. Efforts to improve professionalism involve education and training, with supporting factors such as work performance, skills, knowledge, and rank levels and inhibiting factors such as low competence and inappropriate attitudes.

INTRODUCTION

The challenge of improving the professionalism of government officials, especially Civil Servants (PNS), is very relevant in the current era of globalization. In carrying out their duties, PNS is expected to be able to provide the best service to the community in a professional, honest, fair, and equitable manner (Tawai et al., 2024). One of the leading indicators of government success is the quality of good public services, which contributes to the organization's productivity and the government's reputation in the eyes of the wider community (Amir et al., 2024). Team member professionalism plays a vital role in realizing this.

However, various inhibiting factors prevent the professionalism of civil servants from being fully realized. Based on observations in areas such as Buton Utara Regency, for example, low team member discipline and ability can be seen from symptoms such as team member delays and slow service to the community. Problems such as incompatibility of competence with position, uneven distribution of employees, and emphasis on promotions and salaries that are not based on achievement further exacerbate this condition.

To overcome these problems, it is necessary to reform ASN management, which focuses on meritocracy and competency-based professionalism. Disciplined employees who have good work ethics and can adapt to change will be the key to improving the quality of public services and encouraging the creation of good governance.

Increasing professionalism must also be accompanied by enforcing bureaucratic ethics and work discipline so civil servants can work optimally and effectively (Tawai et al., 2023). The government's success in carrying out its duties, ultimately, depends heavily on the quality of its human resources. The low index of team member professionalism, as described above, is an accumulation of the quality of individual employees (Tawai et al., 2023). This is related to implementing team member duties and functions according to their positions in the civil service, in this case, certain functional positions attached to employees (Tawai & Elwan, 2023). This also provides an initial picture for researchers that there is a need for an in-depth analysis of the appointment of certain functional positions of civil servants to improve the quality of the employees' professionalism.

LITERATURE REVIEW

Based on Presidential Decree No. 87 of 1999 and PP No. 16 of 1994, functional positions describe the duties, responsibilities, authorities, and rights of a Civil Servant (PNS) in an organizational unit. The implementation of duties in this position is independent and based on special expertise or skills. (Yusuf et al., 2022) explain that functional positions are not explicitly listed in the organizational structure but are very necessary in terms of their function, such as auditor positions (Auditor Functional Position or JFA), teachers, lecturers, doctors, nurses, midwives, pharmacists, researchers, planners, computer technicians, statisticians, educational laboratory technicians, and motor vehicle testers.

To improve the professionalism and performance of civil servants and organizations, the government, through the Ministry of Empowerment of State Civil Apparatus and Bureaucratic Reform, has established a policy of Inpassing for functional positions. This policy is regulated in the Regulation of the Minister of Empowerment of State Civil Apparatus and Bureaucratic Reform Number 26 of 2016 concerning the Appointment of Civil Servants in Functional Positions Through Adjustment/Inpassing, which was later updated by Ministerial Regulation Number 42 of 2018. In passing, it aims to develop careers, improve organizational performance and professionalism, and meet the needs of functional positions (Tawai, 2023). Meanwhile, Government Regulation Number 100 of 2000 explains that a structural position is a position that describes the duties, responsibilities, authority, and rights of a civil servant in leading a state organizational unit.

Civil Service Management, as explained in the Pre-Service Education and Training module, is a series of processes and procedures in the field of personnel that include various activities such as recruitment, placement, payroll, promotion, performance appraisal, and dismissal of Civil Servants in government agencies. According to Law No. 43/1999 article 1, Civil Service management includes all efforts to improve efficiency, effectiveness, and professionalism in carrying out duties, functions, and responsibilities, which include planning, recruitment, quality development, placement, promotion, payroll, welfare, and dismissal. Human Resource Management in the public sector places humans as the main asset in the framework of holistic national development (Yusuf et al., 2022).

Civil servant management is directed to ensure the implementation of government and development tasks effectively and efficiently, with the support of civil servants who are professional, responsible, honest, and fair. This is achieved through coaching based on work performance and career systems, emphasizing work performance. Therefore, civil servant management must be regulated comprehensively with uniform standards, norms, and procedures and include formation, recruitment, development, salary determination, welfare programs, and dismissals at both the central and regional levels so that the quality of civil servants throughout Indonesia can be uniform (Tawai & Halika, 2022).

The main objective of civil servant management is to ensure the implementation of government and development tasks with the support of professional, responsible, honest, and fair civil servants through a coaching system that focuses on work performance and career (Tawai et al., 2022). In Law No. 5 of 2014 concerning the State Civil Apparatus, Article 69 explains that civil servant management is based on a merit system, where civil servant career development is based on qualifications, competencies, performance assessments, and the needs of government agencies by considering integrity and morality.

METHODOLOGY

Research design is a method or model researchers use to guide the research. In this study, the approach that will be used is qualitative. In this

study, the sources of information referred to as informants include functional officials at the Buton Utara BKPSDM and community leaders who live in Buton Utara Regency. They are willing to provide accurate information related to the topic of this study. The informants in this study were determined in stages, using the purposive sampling technique, which is a technique for selecting informants based on the considerations of researchers and competent parties in appointing functional civil servant positions.

The data needed in this study include primary data and secondary data. Primary data are obtained through field research with direct interviews from informants related to appointing certain functional positions and team member professionalism. Data collection will focus on information relevant to the research topic, namely the appointment of certain functional positions to improve civil servants' professionalism. Meanwhile, secondary data will be collected through document studies, related agencies, research journals, magazines, newspapers, and textbooks. These secondary data include information about civil servants with certain functional positions, geographical and demographic conditions, and the research area's social, economic, and cultural aspects. This study emphasizes data collection techniques on in-depth interviews and documentation analysis related to appointing certain functional positions and team member professionalism.

RESULT AND DISCUSSION

Certain functional positions are positions whose appointment and promotion use a credit point system. There are three paths for appointing Civil Servants (PNS) in functional positions. Functional Positions reflect an organization's duties, responsibilities, authorities, and rights of a Civil Servant (PNS). In carrying out its duties, this position is based on specific expertise or skills, is independent, and its promotion depends on credit points. In Indonesia, Functional Positions are divided into two types:

1. Specific Functional Position: This position includes the duties, responsibilities, authority, and rights of a civil servant in an organizational unit based on specific expertise or skills. Promotion and rank in this category require the achievement of credit points. Examples of professions in this category are Lecturers, Doctors, Judges, Researchers, Pharmacists, Teachers, and Educational Laboratory Technicians.
2. General Functional Position: Generally known as administrative staff, this position carries out secretarial activities. Promotion in this position does not require credit points but is still based on specific skills.

The study results show that the procedure for appointing certain functional positions in Buton Utara Regency, which is carried out by the Human Resources and Personnel Agency (BKPSDM), follows the guidelines the central government sets. As expressed by the Head of BKPSDM in an interview:

“Appointment to certain functional positions is carried out by applicable procedures, where there are three types of appointment, namely through adjustment/in passing, first appointment through CPNS, and appointment by transfer from another position.”

Based on the explanation, it can be concluded that there are three types of team member appointment processes in functional positions: first appointment, appointment through transfer process, and adjustment appointment. The first appointment aims to fill vacancies in functional positions determined through procuring civil servants or to fill formations by accepting CPNS. Some of the requirements for the first appointment include the availability of job formations, fulfilment of educational qualifications, and a minimum work achievement value of both in the last year. The Head of the Mutation, Procurement, and Legal Status Division of BKPSDM, Buton Utara, explained that:

“Appointment to a functional position on the first appointment path is carried out after one year of appointment as a civil servant and is indicated by a minimum SKP value from the leader.”

The Head of the Sub-Division of Employee Procurement of the Buton Utara BKPSDM also said the same thing, explaining that:

“Appointment to Functional Positions for employees through the first appointment as CPNS is carried out one year after appointment as PNS.”

The implementation of the first appointment aims to fill the CPNS formation. After being appointed civil servants, they must be appointed to a functional position according to the existing formation within one year. This means that CPNS who have become civil servants will immediately be appointed to a functional position according to their formation. After being appointed to a functional position, they must follow and pass functional education and training within a maximum of three years. Functional positions that have not been observed and have not passed functional training will not get a promotion one level above, except for those whose functional training provisions have been stipulated in legislation.

Appointment through the transfer process is a mechanism for appointing civil servants from other positions to functional positions. This process is intended for civil servants who have held one functional position and wish to apply for a transfer to a different functional position. In this regard, the Head of BKPSDM, Buton Utara, explained that:

“The requirements for appointment to a functional position through a transfer mechanism include the availability of job formations, fulfilment of educational qualifications, taking and passing a competency test, having a minimum of two years of work experience, and a minimum of good work performance scores in the last two years.”

Other provisions include a maximum age of 53 for those occupying functional positions in the skill category and the First and Junior Expert expertise categories. The maximum age is 55 years for those who will occupy functional positions of Middle Expert and 60 years for those who will occupy functional positions of Main Expert for PNS who serve as Pratama High Leadership Positions (JPT). The implementation of appointment through a transfer mechanism includes determining the rank according to the rank held and the level based on the number of Credit Points determined by the authorized official. These Credit Points are assessed and determined based on

job duties by considering experience in carrying out responsibilities in functional positions to be occupied.

Adjustment/in passing is appointing Civil Servants (PNS) to Functional Positions (JF) to meet the organization's needs by the provisions of applicable laws and regulations for a certain period. Appointment of PNS in Functional Positions through inpassing is regulated by the Regulation of the Minister of Empowerment and State Apparatus Reform and Bureaucracy Number 26 of 2016. The passing process must be based on the needs of functional positions listed in the team member e-formation. In passing, it is intended for functional positions related to skills or expertise in ministries, institutions, or local governments. Several requirements for appointment through in passing include the availability of job formations, appropriate educational qualifications, a minimum of two years of work experience, and work achievements that have received good assessments in the last two years. The process of appointing Functional Positions in passing is aimed at four groups, as stated by the Head of the Mutation, Procurement, and Legal Status Division of the Buton Utara BKPSDM.

"The process of appointing functional positions through in passing is intended for four groups: first, civil servants who have and are still carrying out duties in the field of functional positions to be filled. Second, civil servants still carry out duties according to the formation of the intended functional position and have experienced a promotion one level higher. Third, high-ranking officials, administrators, and supervisors who have a match between the last position held and the functional position to be filled. Fourth, civil servants who are temporarily released from their positions because within five years since being appointed to the last position or rank, they have not been able to meet the credit points for a promotion or rank one level higher."

The appointment of certain functional positions in Buton Utara always considers the requirements that are consistently set, especially the suitability between the knowledge and skills of employees with the positions to be filled. This aims to ensure that the quality of employees can be a solution in dealing with public service problems. Regarding these requirements, the Head of the Development Sub-Division of BKPSDM, Buton Utara, explained that:

"In appointing certain functional positions, the qualifications of employees or prospective employees must be considered. If not, then the service will not run well. For example, certain functional educational positions, such as teachers or nurses in the health sector, must pay attention to their knowledge and skill qualifications."

Knowledge and skill qualifications are generally obtained through specific education and training (Tawai & Syarif, 2022). Education functions to prepare one of the inputs in the production process, namely labour so that they can work productively and with good quality (Tawai et al., 2022). With education, it is hoped that underdevelopment can be overcome and individuals can be motivated to excel (Tawai & Amanda, 2022). Education allows a person to become competent and valuable by applying the knowledge they have acquired, mainly if this ability is reflected in society as a driver of the smooth

running of development programs (Tawai et al., 2022). This was also expressed by the Head of Public Relations of the Regional Secretariat of Buton Utara Regency in his interview:

"The appointment of functional positions is a domain of established regulations, but its implementation must pay attention to employees' educational qualifications and skills. This is important to maintain the quality of team member performance and provide satisfaction to the community."

Skills are an essential aspect of providing services. Although skills reflect a person's knowledge, experience also plays a significant role in team member work (Tawai & Halika, 2022). Therefore, every team member needs to undergo education and training to improve their professionalism as a manifestation of their educational qualifications. This opinion aligns with (Larasati et al., 2021), which states that education and training are essential in developing quality management. All organization members, from top management to the lowest employees, must receive education and training to improve their abilities.

To provide optimal contributions to organizational performance, functional officials must have competencies in their respective specializations and expertise to carry out their duties and responsibilities satisfactorily. The Head of Mutation, Procurement, and Legal Status of the Buton Utara BKPSDM explained that:

"The appointment of certain functional positions also considers the competencies possessed by the team member. This is reflected in the SKP of the team member concerned and is a requirement set by the central government."

The statement shows that appointing certain functional positions is based on team member competence, considering their position level. Therefore, the team member's direct superior must properly assess this case. The higher the position level in the Functional Position, the greater the need for high technical competence. Functional Positions are formed with criteria that require methodology, analysis techniques, and work procedures based on specific scientific disciplines and technical training.

Team member attitude is a crucial parameter that needs to be developed to fill a specific functional position. Attitude suitability is also essential in team member placement to produce good performance (Kaimudin & Tawai, 2021). This attitude reflects mental readiness gained through experience and influences a person's reaction to other people, objects, work, and situations faced (Adrian & Sandra, 2022). In addition, individual ability is also an important variable; employees who work hard but do not have sufficient skills, abilities, and knowledge will not make much progress in their work. The Head of the BKPSDM Employee Procurement Sub-Division emphasized that:

"Certain functional officials must meet established criteria, including team member attitudes proven by a certificate of good conduct from a superior or other authorized party."

The Secretary of the Buton Utara BKPSDM also agreed, stating that:

"Employee attitude is an important requirement in holding any structural and functional position. This is stated in the team member code of ethics, and team member attitude must also be accompanied by good work performance."

Team member attitudes and work performance reflect the character of quality employees in meeting community expectations for public services (Tawai & Syarif, 2022). Administratively, employees appointed to certain functional positions are expected to have a good attitude (Tawai et al., 2023). However, this implementation is still not optimal, as seen from the discrepancy between team member attitude documents and organizational behaviour. This can be seen from observations during the study, which showed that there were still employees who were late. In this case, team member discipline is an important consideration. When confirmed, the Mutation official for the Buton Utara BKPSDM explained that:

“The team member's attitude that we assess is based on the physical document stating that it is good. This means that we do not re-monitor because it is no longer our authority, but rather the authority of the team member's superior.”

This statement shows a weakness in appointing certain functional positions based on physical documents, where this system still relies on the accountability of the assessor officer to the team member's attitude. The same thing also applies to team member work performance as one of the criteria for appointing certain functional positions, which is determined through good assessment. The assessment of work performance for functional officials is determined using credit points, namely the value unit for each activity item that employees must achieve in the context of career development, rank, and position. Thus, each team member must meet the credit points set by applicable regulations. This statement was reinforced by the Secretary of the Buton Utara BKPSDM, who stated that:

“In carrying out their duties, personnel analysts must carry out each activity item. What is assessed is the task carried out by each functional official, which consists of main elements and supporting elements, namely activities that support the implementation of the main task.”

The main elements are activities recorded in the job description of each position, while supporting elements include the activities of functional officials outside the main aspects, which are generally social (Amir et al., 2024). In practice, the number of cumulative credit points that must be met by each civil servant to be appointed to the position and promotion/rank of Personnel Analyst is a minimum of 80% of the credit points from the principal elements and a maximum of 20% from the supporting elements. A team member must attend and pass relevant training when occupying a Functional Position or moving up to a Position level (Diklat). In carrying out their duties, Functional Officials are independently responsible for the results of their work, although other Functional Officials can assist them. Even though there is assistance, responsibility for the results of the work remains with the Functional Official concerned. The Head of BKPSDM explained that:

“The career ladder of functional positions is also perfect. For example, certain Functional Positions in education and health have been settled, meaning they have been well organized regarding career development.”

Establishing certain new functional positions from the central government can be pretty rapid. New functional positions are established so civil servants

are more creative and can work according to their expertise and skills. The rank level for employees with certain functional positions is based on the length of service and the number of credits obtained. The Head of the Mutation, Procurement, and Legal Status Division of the Buton Utara BKPSDM added that:

"The rank levels for certain functional employees apply periodically based on the number of credits obtained and the team member's length of service, as well as fulfilling other requirements."

This statement shows that promotion in a specific functional position does not occur automatically but requires fulfilling specific requirements that employees must meet to be promoted.

The observations during the research process showed that employees at the Buton Utara BKPSDM are professionals who provide services to the community. This can be seen from the service procedures, where employees welcome people who come by asking about their needs and then directing them to the appropriate service area. This view is typical of the Buton Utara BKPSDM. The statement of a community leader who was a respondent in this study also strengthens this when he said:

"In general, the attitude of the staff in providing service here is excellent. In every matter, we get clarity, although not immediately resolved, but we get a satisfactory explanation."

The primary need of the community is to overcome the anxiety or confusion they face regarding a problem (Tawai & Suaib, 2022). Therefore, they need an accurate explanation from the relevant parties. BKPSDM responded well to this, providing services through an approach that prioritizes comprehensive explanations of the problems of the community or other employees dealing with BKPSDM. This was explained by the Head of BKPSDM, who stated:

"The function of public service is to satisfy the public by solving their problems. However, here we put forward the principle of explaining the problem in detail so they can understand the procedure for solving their problems."

The ability of employees to provide services to the community shows high professionalism. Employees in the organizational body are always required to carry out their roles well and responsibly. Each team member must carry out their duties by paying attention to professionalism in managing work. Good work results can be achieved by working according to their abilities and based on a professional attitude.

CONCLUSIONS AND RECOMMENDATIONS

Functional position appointments are carried out in several ways. First, appointments can be made for functional position vacancies (JF) that have been determined, usually through the procurement of Civil Servants (PNS) to fill existing formations, either through the acceptance of Prospective Civil Servants (CPNS) or the appointment of PNS from other positions into JF through the transfer process. The professionalism of certain Functional Officials in the Human Resources Empowerment and Civil Service Agency increases along with increases in rank or class. This increase in class usually requires increased

competence as assessed by the direct superior and based on the team member's length of service in a certain period. With the increasing size of the service, employees will gain more experience in their work, which will indirectly increase their competence in the profession they are pursuing.

ADVANCED RESEARCH

For future research, it is recommended to examine the factors influencing the successful development of functional positions and professionalism among civil servants in different regions or sectors, particularly in relation to varying organizational structures or governmental priorities. Given that the current study focuses on Buton Utara Regency, expanding the research scope to other regions could provide comparative insights into how functional positions are implemented and how professionalism is nurtured in different bureaucratic contexts. Additionally, further studies could investigate the impact of training programs, mentorship, or career development pathways on improving the professionalism of functional officials. Longitudinal studies may also be useful in evaluating how changes in policies or organizational dynamics influence the development of functional roles and the professional growth of civil servants over time. Another area for exploration could include the role of digital transformation and technology in enhancing civil servant professionalism, particularly in adapting to modern administrative demands.

REFERENCES

- Adrian, T., & Sandra, H. (2022). Factors Affecting E-KTP Services During The Covid-19 Pandemic At The Konawe Regency Population and Civil Registration Service. *Eurasia: Economics & Business*, 8(62), 111-116.
- Amir, M., Tawai, A., & Yusuf, M. (2024). Implementasi Prinsip Tata Kelola Pemerintahan Terhadap Kualitas Pelayanan Publik di Kota Kendari Provinsi Sulawesi Tenggara. *Journal Publicuho*, 6(3), 1238-1252. <https://doi.org/10.35817/publicuho.v6i3.341>
- Kaimudin, H., & Tawai, A. (2021). Fungsi Manajemen Kesiswaan Dalam Peningkatan Kinerja Tenaga Administrasi Sekolah Pada SMP Negeri 12 Kendari. *Rez Publica: Jurnal Administrasi Negara, Politik-Pemerintahan & Hubungan Internasional*, 7(3), 65-74.
- Larasati, I. A. P., Yusuf, M., & Tawai, A. (2021). Karakteristik Budaya Organisasi Dalam Peningkatan Kinerja Pegawai Pada Kantor Samsat Kendari. *REZ PUBLICA: Jurnal Administrasi Negara, Politik-Pemerintahan & Hubungan Internasional*, 7(2), 67-76.
- Tawai, A. (2023). *Pengembangan Kapasitas Organisasi Publik* (2nd ed.). Sumatera Barat: CV. Azka Pustaka.

- Tawai, A., & Amanda, D. (2022). Factors of Openness of Public Services at the Department of Population and Civil Registration of Baubau City. *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)*, 27(8), 17–23.
- Tawai, A., Amir, M., & Almaidah. (2023). Peningkatan Kualitas Pelayanan Publik Melalui Penerapan Good Governance Pada Badan Pendapatan Daerah Kota Kendari. *Journal Publicuho*, 6(1), 343–354.
- Tawai, A., Aprianto, I., & Taufik, T. (2022). Pengembangan Karir Pegawai dalam Meningkatkan Kinerja Organisasi Publik. *Indonesian Annual Conference Series*, 1, 61–65. Kendari, Indonesia.
- Tawai, A., & Elwan, M. (2023). Peran Kepemimpinan Dalam Meningkatkan Prestasi Kerja Pegawai Pada Dinas Pemuda Dan Olahraga Kabupaten Konawe Utara. *REZ PUBLICA: Jurnal Administrasi Negara, Politik-Pemerintahan & Hubungan Internasional*, 9(1), 169–174.
- Tawai, A., & Halika, H. (2022a). *Komunikasi Dalam Pelayanan Publik* (1st ed.). Sumatera Barat: CV. Azka Pustaka.
- Tawai, A., & Halika, L. O. H. (2022b). Study on the Application of Organizational Culture to Organizational Effectiveness and Efficiency. *International Journal of Scientific Research in Science, Engineering and Technology*, 9(4), 217–221. <https://doi.org/10.32628/IJSRSET229429>
- Tawai, A., Komba, S., & Merrylin, M. (2022). Quality of Public Service One-Stop Administration System Southeast Sulawesi Province. *International Journal of Multidisciplinary Research and Analysis*, 05(08), 2119–2123. <https://doi.org/10.47191/ijmra/v5-i8-28>
- Tawai, A., Marlina, M., & Ridwan, H. (2023). Sistem Informasi Pengelolaan Hasil Hutan Pada Kinerja Pegawai Dinas Kehutanan Provinsi Sulawesi Tenggara. *Jurnal Ilmu Komunikasi UHO: Jurnal Penelitian Kajian Ilmu Komunikasi dan Informasi*, 8(2), 358–374. <https://doi.org/10.52423/jikuho.v8i2.64>
- Tawai, A., Muchtasar, F., & Utha, A. (2022). Factors Affecting Public Service Innovation At The Investment And One-Stop Service Office, North Buton. *International Journal of Educational Research & Social Sciences*, 3(5), 1770–1774.
- Tawai, A., Sani, L. O. A., Hussin, S., Tosepu, R., Sani, A., Pagala, M. A., ... Munadi, L. O. Muh. (2024). Public Services and Community Satisfaction East Kolaka District, Indonesia. *Pakistan Journal of Life and Social Sciences (PJLSS)*, 22(1), 1118–1135. <https://doi.org/10.57239/PJLSS-2024-22.1.0076>

- Tawai, A., & Suaib, E. (2022). Regional General Election Commission Performance Konawe Regency, Indonesia. *International Journal of Scientific Engineering and Science*, 6(8), 4–9.
- Tawai, A., & Syarif, S. (2022). Factors Affecting the Effectiveness of Regional Health Insurance Services in North Buton Regency. *International Journal of Social Science Research and Review*, 5(9), 357–363. <https://doi.org/10.47814/ijssrr.v5i9.457>
- Yusuf, M., Liwaul, L., Sartono, S., & Tawai, A. (2022). *Perilaku Organisasi Level Individu (Tinjauan Konsep dan Teori)*. Kendari, Indonesia: CV. Literasi Indonesia.
- Yusuf, M., Sartono, S., Liwaul, L., Tawai, A., Purwati, N. E., & Suryani, S. (2022). *Perilaku Level Organisasi (Tinjauan Konsep dan Teori)* (2nd ed.). Kendari, Indonesia: CV. Literasi Indonesia, 2022.