

THE INFLUENCE OF EMOTIONAL INTELLIGENCE ON EMPLOYEE PERFORMANCE IN SUKADANA CLASS IIB PRISON



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ABSTRACT

This article discusses the influence of emotional intelligence on employee performance at the Class IIB Sukadana Prison. This research measures emotional intelligence through several dimensions, such as the ability to assess one's own emotions, understand other people's emotions, regulate emotions, and utilize emotions. The research results show that there is a significant positive relationship between emotional intelligence and work performance. To maintain high performance and competitive advantage, it is important to develop and improve emotional intelligence systematically and consistently. With a high level of emotional intelligence, employee performance will increase.

Keywords: Emotional Intelligence; Employee Performance; Prison



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Published by : Program Studi Manajemen, Universitas Nusa Cendana, Kupang – Indonesia

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INTRODUCTION

The role and purpose of the correctional system in Indonesia is set out in Law No. 22 of 2022. The correctional system consists of various units, such as prisons, detention centers, bapas, and rupbasan, each of which has a specific function. In an organization, several factors determine the success of organizational goals. One of these factors is its human resources. The importance of effective and efficient human resource management in the State Detention Center cannot be underestimated. Employee performance in these institutions has a direct impact on key aspects such as security, control, fulfillment of human rights, and achieving broader correctional goals. Therefore, it is important to understand the factors that influence employee performance in this specialized work environment. (Wildan & Rifani, 2024)

Based on data from the Second Quarter Report of Ombudsman RI 2023, there were reports from the public such as Local Government as many as 1,072 reports, National Defense Agency as many as 165 reports, Police as many as 156 reports, Government Agencies / Ministries as many as 112 reports, State Education Institutions as many as 106 reports, BUMN / BUMD as many as 96 reports, Non-Ministry Government Institutions as many as 83 reports, Judicial Institutions as many as 56 reports and others as many as 224 reports, with a total of 2,070 incoming reports.

When viewed, government agencies are organizations managed by the government and must be service-oriented to the community. The ASN (State Civil Apparatus) must do their best to serve the community, as much as possible can put themselves in the position of the community being served to be able to meet the needs of the community as described in Law N 5 of 2014 article 3 point c ASNs must commit, moral and responsible for public services (Alviana, 2023). Performance is a characteristic of the results identified for evaluation purposes.

In this case, the high recidivism rate is one of the responsibilities of the correctional center. This is one of the correctional principles in Law Number 22 of 2022, namely to improve life, life, and livelihood relationships, which means that prisoners are expected to realize their mistakes, not repeat the mistakes they have made, and also later after completing their sentence they can live independently and productively so that they can re-mingle with the community. So based on this data, it can be said that there are problems with the performance of correctional officers.

Based on data on the percentage of recidivists in Indonesia in 2019-2023, it is explained that in 2019 out of 141,662 WBP who were released and re-entered as many as 22,132 people with a percentage of 15.62% WBP became recidivists, in 2020 out of 143,303 WBP who were free and re-entered as many as 23,382 people with a percentage of 16.32% WBP became recidivists, in 2021 out of 120. 043 WBP who are free and re-entered as many as 18,467 people with a percentage of 15.38% WBP becoming recidivists, in 2022 from 140,843 WBP who are free and re-entered as many as 20,065 people with a percentage of 14.25% WBP becoming recidivists, and in 2023 from 105,769 WBP who are free and re-entered as many as 13,730 people with a percentage of 12.90% WBP becoming recidivists,

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When viewed from the number of detainees who experience illness, it can be assessed that there are problems with the care of detainees carried out. Where detainee care which in this case includes health care for detainees is one of the important tasks that must be carried out by Correctional officers. The effort needed is to improve employee performance so that it can minimize sick detainees.

When viewed from the data that has been described, it can be assessed that the performance of employees at the Sukadana Class IIB Detention Center is still not optimal. It can be seen from the problems that arise due to not optimal performance such as the high level of recidivism, still not optimal independence activities and spiritual activities followed by detainees, and also the high number of sick detainees in Sukadana Class IIB Detention Center.

Based on the above background, researchers are interested in further research with the research title "The Effect of Emotional Intelligence on Employee Performance at the Sukadana Class IIB State Detention Center".

The performance of employees in State Detention Centers (Rutan) greatly affects the security, control, and fulfillment of human rights. Data shows that there is still a high rate of recidivism and problems in the implementation of independence activities and detainee health care, which reflects less than optimal employee performance.

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The correctional system in Indonesia, as defined by Law No. 22 of 2022, aims to rehabilitate and reintegrate offenders while ensuring security and upholding human rights. It comprises several components, including prisons, detention centers, correctional boards, and facilities for storing goods and evidence, all working together to promote correctional goals. Among the many factors determining the success of these institutions, human resource management plays a critical role. The performance of correctional officers directly impacts essential aspects of the correctional system, such as security, inmate rehabilitation, and the fulfillment of inmates' rights.

Employee performance is crucial in institutions like the State Detention Center. Correctional officers are responsible for ensuring not only security and order but also the proper care and rehabilitation of detainees. This responsibility extends to areas like the health and well-being of detainees, facilitating their reintegration into society, and preventing recidivism. Based on the Second Quarter Report of Ombudsman RI 2023, there have been numerous public complaints regarding the functioning of various government institutions, including correctional facilities. These complaints highlight a gap in public service delivery, suggesting issues in employee performance within these institutions.

The high rate of recidivism in Indonesia is a clear indicator of the challenges facing correctional facilities. Data from 2019 to 2023 shows fluctuating but consistently high recidivism rates, with the percentage of inmates reoffending after release ranging from

12.90% to 16.32%. This reflects a significant issue in the effectiveness of rehabilitation programs aimed at reforming offenders. The high recidivism rate can be partly attributed to the performance of correctional officers who play a pivotal role in guiding inmates through rehabilitation programs designed to prevent reoffending. Despite efforts to reduce these rates, the data suggests that the performance of correctional officers in supporting inmates' reintegration into society has not been entirely successful.

Another area reflecting the performance of correctional officers is the health care of detainees. A significant number of detainees experience health problems during their time in detention, pointing to possible issues in the management of health care services within these facilities. Correctional officers are tasked with ensuring that detainees receive adequate medical care and that their living conditions are conducive to good health. The failure to adequately manage detainees' health care could result from overcrowding, insufficient medical resources, or a lack of training for officers in managing health-related issues. The care provided to detainees, including access to preventive care and timely medical treatment, is a direct reflection of the overall performance of the institution's staff.

In light of these issues, it is evident that the performance of employees at the Sukadana Class IIB Detention Center, for instance, is not yet optimal. This is evidenced by the high recidivism rate, the lack of full participation in inmate rehabilitation activities, and the increasing number of detainees experiencing health problems. The detention center has a critical responsibility to provide not only security but also rehabilitation and health care to detainees, and the current challenges indicate a need for improved employee performance in these areas. Addressing these shortcomings requires a focus on enhancing the emotional intelligence and professional capabilities of correctional officers, as their ability to manage the complex needs of detainees directly affects the overall success of the correctional system.

Understanding and improving the factors that influence employee performance, such as emotional intelligence, could be key to addressing these challenges. Emotional intelligence plays a significant role in helping correctional officers manage stress, communicate effectively, and make sound decisions in challenging situations. Enhancing emotional intelligence among employees at correctional facilities could lead to better management of detainees, more successful rehabilitation outcomes, and a reduction in recidivism rates. Moreover, improving the performance of correctional officers is likely to have a broader positive impact, contributing to the fulfillment of the correctional system's mission of rehabilitating offenders and reintegrating them into society.

LITERATURE REVIEW

This research reviews relevant previous studies on emotional intelligence and performance to provide a strong foundation for further research. Some researchers also assert that EI is important for success in social and work contexts. Factors that influence EI include family environment, education, and social experiences. Goleman et al. emphasized that emotional experiences in childhood shape EI abilities. Walgito distinguishes between internal (psychological and physical) and external (environmental) factors in the development of EI. Wong & Law describe four dimensions of EI: Self-Emotion Appraisal and Expression: The ability to recognize and manage personal emotions. Appraisal and Recognition of Others' Emotions: The ability to understand people's emotions.

Sembiring et al., (2020) focuses on the relationship between emotional intelligence, organizational justice, job satisfaction, caring climate, and employee

performance, specifically in Criminal Investigation officers at Polda Metro Jaya and Polres. A number of previous studies have highlighted the importance of these factors in the context of job satisfaction and employee performance. For example, a study in People's Bank in Jaffna Peninsula, Sri Lanka, showed that emotional intelligence, organizational justice, and job satisfaction have a significant role in determining employee performance. However, there is still a knowledge gap that needs to be filled regarding the relationship between emotional intelligence, organizational justice, job satisfaction, caring climate, and employee performance, especially in the context of Criminal Investigation officers.

This study used a quantitative approach by conducting a survey of Criminal Investigation officers at Polda Metro Jaya and Polres. The survey instrument used was designed to measure the level of emotional intelligence, perceptions of organizational justice, job satisfaction, caring climate, and employee performance. The collected data were analyzed using statistical techniques to identify the relationship between these variables. It also underscores the importance of longitudinal research and in-depth communication with respondents to avoid bias in research results. Thus, this study seeks to fill the gap of prior knowledge and develop an understanding of the relationship between emotional intelligence, organizational justice, job satisfaction, caring climate, and employee performance. The findings of this study are in line with research.

Jiao et al., (2020), revealed that self-report measures are necessary because it is difficult to obtain independent or corroborating data from other sources, and there is no objective data available for the teaching and service components of academic performance. To address non-response bias, the data were divided into two sub-samples of early respondents and late respondents, which represent non-respondents. This is a widely accepted procedure to test for non-response bias in social science/business research. The similarity of this research with the current research is that it has the same variables, namely emotional intelligence and performance. The method used in this research is also the same using quantitative research methods.

Román-Calderón et al.,s (2020) study also emphasized the importance of considering the socialization process and trust climate within the team to trigger team members' potential and overall team performance. Thus, this study contributes to the literature on experimental learning by validating the relationship between EI and individual task performance in teams.

METHOD

The approach used in this research is to use quantitative research. Quantitative method is a research approach that uses numerical data to measure, analyze, and draw conclusions about the phenomenon under study. This approach is based on collecting data that can be measured objectively, often through the use of standardized instruments such as questionnaires, tests, or systematic observations. Quantitative research is a type of research that displays information in the form of numbers that are tested by collecting data, analyzing and displaying data is a narrower definition of quantitative research (Siyoto & Sodik, 2015). Quantitative research methods have calculations that are made in a systematic way before data collection and have standard provisions. The data in quantitative research are numbers obtained from precise measurements (Djamba, 2002).

In the context of quantitative method-oriented research, the importance of careful research design, selection of representative samples, development of valid and reliable measurement instruments, and appropriate data analysis using appropriate statistical

techniques (Cresswell, 2016).

The use of quantitative methods is used in this study, and focuses on analyzing data with statistical tests to find the influence between the two variables under study, namely quality of work life and employee performance. Data is collected by using research instruments containing statement items from the elaboration of indicators and dimensions, so as to produce research data that is objective and can be communicated clearly through statistical analysis in the form of numbers..

RESULT AND DISCUSSIONS

This study explores the effect of emotional intelligence on employee performance at Class IIB Sukadana Detention Center, with emotional intelligence as the independent variable and performance as the dependent variable. The study involved 62 respondents, all employees at the detention center, with data collected through questionnaires. The analysis was conducted using IBM SPSS 26 software and included a normality test to ensure data distribution, a simple linear regression test to measure the influence between variables, and a significance test to test the hypothesis. In addition, the determination test was used to measure how much influence emotional intelligence has on performance. The study also analyzed employee perceptions of emotional intelligence and performance using descriptive analysis.

Emotional intelligence is the ability to recognize, assess, and regulate emotions, both one's own and those of others. In Class IIB Sukadana Detention Center, research shows that employees' perceptions of their overall emotional intelligence are in the medium category, with 53.2% of respondents stating so. This indicates that employees' emotional control is quite good, although there is still room for improvement.

Further analysis on the dimensions of emotional intelligence showed varied results:

1. Self-Emotional Appraisal: 74.2% of respondents were in the moderate category.
2. Others Emotional Appraisal: 75.8% of respondents were also in the moderate category, indicating that employees are quite good at understanding the emotions of others, which supports empathy and effective communication.
3. Regulation of Emotion: Results showed that 37.1% of respondents were in the medium and high categories. Employees are considered capable of managing their emotions well, which is important for mental health and social interaction.
4. Use of Emotion: 77.4% of respondents were in the medium category, illustrating that employees use their emotions effectively to achieve goals and improve social interactions.

Perception of Emotional Intelligence of Employees at Class IIB Detention Center Sukadana. A report on employee performance perceptions at the Sukadana Class IIB Detention Center shows that overall, employee performance is in the medium category, with 71% of respondents rating their performance as good, but there are aspects that need improvement. The study categorized performance perceptions into three categories: low, medium, and high.

Analysis of the performance dimensions showed:

1. Task Performance: 74.2% of respondents rated this performance as medium, indicating adequate work quality, although there is room for improvement.
2. Contextual Performance: 54.8% of respondents also rated this as medium, reflecting employees' support for a positive work environment, including cooperation and communication.

3. Adaptive Performance: 67.7% of respondents felt that employees were able to adjust to the work environment, although there was a need to improve adaptability.
4. Productive Work Behavior: 80.6% of respondents felt that employees demonstrate good productive work behavior, but there are challenges related to HR competencies that need to be addressed for productivity to increase.

This section provides a thorough breakdown of each stage in the research process, delving into the importance of the findings. The study focused on the validation and reliability of tools designed to measure emotional intelligence (EI) and performance, followed by an analysis of the correlation between the two variables using statistical tests. Data was gathered from 62 respondents, with 16 items on emotional intelligence, derived from Wong and Law (2002), and 4 items on performance, based on Koopmans et al. (2011).

Validity Test

Validity is central to ensuring that research instruments measure what they are intended to. In this study, the validity test was performed to confirm that the questionnaire items accurately assess emotional intelligence and performance.

For emotional intelligence (Variable X), 16 items were evaluated against the r table value of 0.246. The correlation between each item's score and the overall emotional intelligence score was checked. If an item had an r count greater than 0.246 and a significance value below 0.05, it was deemed valid. All items met this criterion, meaning the questions effectively measured the construct of emotional intelligence.

The same process was applied to performance (Variable Y). Each of the 4 items also demonstrated an r count above 0.246, with significance values less than 0.05, establishing the items as valid.

Validity ensures that the questions accurately reflect the concepts they aim to measure. Inaccurate measures can lead to false or misleading findings. The validity test in this research confirms that the questions about emotional intelligence and performance truly represent these constructs. This is crucial, as valid instruments allow researchers and practitioners to confidently interpret and apply the findings. For instance, if emotional intelligence is found to impact performance, this conclusion is grounded in reliable, accurate data.

By confirming the validity of the instruments, this research provides solid ground for any future interventions or applications, such as emotional intelligence training programs, knowing that they are based on accurate assessments.

Reliability Test

Reliability measures the consistency and stability of the questionnaire items over time. In this study, Cronbach's Alpha was used to assess how well the items within each scale—emotional intelligence and performance—were related to each other. For emotional intelligence, Cronbach's Alpha was 0.923, which is well above the acceptable threshold of 0.6. This extremely high score indicates that the 16 items used to measure emotional intelligence were consistent and internally cohesive. A reliable scale ensures that if the same respondents were to complete the questionnaire again, their scores would remain stable, assuming there are no changes in their emotional intelligence levels.

The performance variable had a Cronbach's Alpha of 0.642, which also surpasses the minimum requirement for reliability. Although slightly lower than the emotional

intelligence score, this indicates that the 4 items are still reliable but could potentially benefit from refinement to improve internal consistency.

High reliability, especially with emotional intelligence, means the items consistently reflect the same underlying construct. This consistency is crucial for both scientific research and practical applications. For example, if emotional intelligence is linked to job performance, a reliable scale ensures that we can trust this relationship is consistent across different groups and settings. Reliable instruments also mean that future researchers can replicate this study with confidence that they will obtain comparable results, reinforcing the robustness of the findings.

In practice, a highly reliable emotional intelligence scale provides organizations with a dependable tool for assessing employees' emotional intelligence and making decisions about interventions or development programs.

Univariate Analysis

Univariate analysis helps describe the basic features of the data, offering a foundational understanding before diving into more complex analyses. For emotional intelligence, the univariate analysis revealed the following statistics:

- Mean emotional intelligence score: 57.71
- Standard deviation: 5.629
- Minimum and maximum scores: 46 and 64, respectively

The mean of 57.71 indicates that, on average, respondents scored moderately high on emotional intelligence. The relatively low standard deviation (5.629) suggests that most respondents' scores were clustered near the mean, indicating little variation in emotional intelligence across the sample.

Understanding the general distribution of the data is key to interpreting further results. For instance, knowing that the majority of respondents have moderate to high levels of emotional intelligence allows researchers to explore how this may influence performance in a work setting. Additionally, the low variability in scores suggests that the respondents are relatively homogenous in their emotional intelligence, which could affect how strongly emotional intelligence impacts other variables like performance.

Normality Test

Before performing more advanced analyses, the normality test ensures that the data is normally distributed—a key assumption for many statistical tests. The One-Sample Kolmogorov-Smirnov Test was used to determine whether the data for emotional intelligence and performance followed a normal distribution. The test yielded a significance value of 0.083, which is greater than 0.05. This confirms that the data is normally distributed, meaning parametric tests like regression analysis are appropriate.

Normality is a prerequisite for many statistical methods, including regression analysis. The assumption of normal distribution allows researchers to apply these methods without risking misleading results. If the data were not normally distributed, non-parametric methods would have to be used, which can be less powerful or more difficult to interpret. By confirming normality, the study sets a solid foundation for the subsequent analysis of the relationship between emotional intelligence and performance.

Simple Linear Regression Analysis

The study performed a simple linear regression analysis to examine how emotional intelligence (independent variable) affects performance (dependent variable). The regression equation generated was:

$$Y = 3.146 + 0.192X$$

Where:

- Y represents performance
- X represents emotional intelligence

The regression coefficient of 0.192 means that for every one-unit increase in emotional intelligence, performance increases by 0.192 units. This suggests a positive and direct relationship between the two variables. Additionally, the model's significance value was 0.000 (less than 0.05), confirming that emotional intelligence significantly influences performance.

The Beta value of 0.841 further emphasizes the strength of this relationship, showing that emotional intelligence is a substantial predictor of job performance in this context. The regression results provide clear evidence of a significant and positive relationship between emotional intelligence and performance. In practical terms, this suggests that individuals with higher emotional intelligence tend to perform better at their jobs. This has important implications for organizations looking to improve employee performance, as it highlights the potential value of emotional intelligence training or development programs. By enhancing employees' emotional intelligence, companies may see tangible improvements in job performance, communication, and conflict resolution.

The research findings validate the emotional intelligence and performance scales as both valid and reliable instruments. Furthermore, the significant positive relationship between emotional intelligence and performance offers valuable insights for organizational development. This suggests that fostering emotional intelligence through targeted training could lead to improved job performance, enhanced teamwork, and better leadership.

Organizations can leverage these findings by investing in emotional intelligence development programs, knowing that improvements in this area are likely to translate into higher performance outcomes. Emotional intelligence is critical not only for individual success but also for creating more collaborative, adaptable, and productive work environments. By focusing on emotional intelligence as a core competency, businesses may see improvements in employee engagement, conflict resolution, and overall organizational effectiveness.

CONCLUSIONS AND RECOMMENDATIONS

The results showed that employees in Class IIB detention centers have good emotional regulation, with 53.2% in the moderate category and 21.0% in the high category. Employee perceptions of work engagement are also quite good, with 71.0% of respondents in the moderate category. There is a positive and significant influence between emotional intelligence and employee performance, with an influence of 70.6%. The remaining 29.4% is influenced by other variables not explained in the study.

This research is expected to be a reference to improve employee performance, considering that some are still not optimal. It is hoped that this research will trigger policies to overcome the problem of officer performance that is not optimal so that the

impact on UPT can be minimized For the academic field, further research is expected to be more perfect in testing and data collection, as well as exploring other variables that can affect performance.

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