DOI: 10.36555/almana.v7i2.2326



# The Influence of Competence and Achievement Motivation on Teacher Performance

#### Dian Wahyuningsih

Universitas Langlangbuana Bandung, Indonesia dian.wahyuningsih742@gmail.com

**Abstract:** Teachers are one of the factors that determine the success of an education, and teacher performance needs to be considered properly. If the teacher's goals are achieved following the standards he has set, then the teacher's performance can be said to be high. If the teacher's performance is high, it will encourage success in carrying out the duties of a teacher. The purpose of this study was to determine the condition of competence, achievement motivation, and teacher performance at SMK Negeri 2 Baleendah. In addition, the purpose of this study was to determine the magnitude of the effect of competence, and achievement motivation on teacher performance at SMK Negeri 2 Baleendah. The method used in this study is a sample method where this study takes part of the 105 population teachers at SMK Negeri 2 Baleendah to become respondents. The data collected is by using a questionnaire. Questionnaires were distributed to 90 respondents and data processing from this study used path analysis. Competence at SMK Negeri 2 Baleendah is quite good. Likewise, achievement motivation at SMK Negeri 2 Baleendah is quite good and teacher performance at SMK Negeri 2 Baleendah is quite good, competence on teacher performance has a greater influence, and achievement motivation on teacher performance also has an influence. Competence and achievement motivation affect teacher performance.

**Keywords:** Achievement Motivation; Competence; Teacher Performance.

#### INTRODUCTION

Today the progress of a nation depends on the human resources in it. Human resources are one of the most important factors in an education. The more advanced the existence of a nation, the more it requires quality human resources because human resources are the key that determines the development of an education. In this era of globalization, Indonesian people are required to have intellectual qualities that can support competition with other nations. Responding to the situation that has entered the Industrial Revolution 4.0, it is necessary to emphasize improving the quality and relevance of education.

SMK Negeri 2 Baleendah is a State Vocational High School located in Bandung Regency. SMK Negeri 2 Baleendah has five majors, namely Catering, Clothing, Beauty, Industrial Chemistry, and Computer Network Engineering (TKJ). SMK Negeri 2 Baleendah does various ways to create an international standard SMK that produces independent graduates, has an entrepreneurial spirit, is skilled, competent, and reliable, masters the development of science and technology, and always upholds the values of faith and piety.

To produce the desired graduates, SMK Negeri 2 Baleendah must have quality human resources capable of supporting organizational goals, one of which is educators (teachers). Teachers are one of the factors that determine the success of an education, and teacher performance needs to be considered properly. If the teacher's goals are achieved following the standards he has set, then the teacher's performance can be said to be high. If the teacher's performance is high, it will encourage success in carrying out the duties of a teacher.

DOI: 10.36555/almana.v7i2.2326



From the results of interviews with the principal and teachers of SMK Negeri 2 Baleendah shows that there are several problems regarding teacher performance, namely as follows: (1) The teacher has difficulty organizing and managing the practice space of the practical tools that will be used; (2) Teachers have difficulties when creating active learning interactions with students; (3) Teachers have difficulty in carrying out additional tasks based on structural positions in the school.

Based on Law Number 14 of 2005 in Article 1 concerning teachers and lecturers, it is explained that competence is a set of knowledge, skills, and behaviors that must be possessed, internalized, and controlled by teachers or lecturers in carrying out their professional duties. Teacher performance has a close relationship with teacher competence. This means that to realize high teacher performance, the teacher must be supported by the four high competencies as well. If they do not have the four high competencies, the teacher is unlikely to have high performance.

The results of interviews with teachers of SMK Negeri 2 Baleendah, show that there are several problems regarding the competence of teachers, namely as follows: (1) Teachers have difficulties in using various learning media; (2) There are still teachers who are not present when carrying out learning; (3) Communication between teachers and students is less effective; (4) There are still teachers who do not take classroom action to research so that student learning outcomes progress.

Teachers should have high achievement motivation so that they have a strong desire to do a better thing or activity and have a responsibility to get an answer to the problem. If the teacher has high achievement motivation, the teacher's performance can increase and vice versa, if the teacher's achievement motivation is low, the teacher's performance can also be low.

The results of interviews with teachers of SMK Negeri 2 Baleendah, show that there are several problems regarding achievement motivation in teachers, namely as follows: (1) Teachers have difficulties in using technology to organize learning materials; (2) Teachers have difficulties in making creative learning methods; (3) There are still teachers who do not take part in training activities to train skills that have not been mastered.

The purpose of this study was to determine the condition of competence, achievement motivation, and teacher performance at SMK Negeri 2 Baleendah. In addition, the purpose of this study was to determine the magnitude of the effect of competence, and achievement motivation on teacher performance at SMK Negeri 2 Baleendah.

Spencer in Sedarmayanti (2017) means that competence is a basic characteristic of a person's behavior related to effective benchmarks and superior performance in a job or situation. It can be interpreted that competence is a combination of abilities, knowledge, and skills possessed by a person in carrying out a given task or job. Based on Enny's opinion (2019) the benefits of competence are to clarify work standards and expectations to be achieved, employee selection tools, maximize productivity, a basis for developing remuneration systems, facilitate adaptation to change, and align work behavior with organizational values. Based on Enny's opinion (2019) several factors can affect a person's competence. These factors include beliefs and values, skills, experience, personality characteristics, motivation, emotional issues, intellectual abilities, and organizational culture.

Based on Susanto's opinion (2018) there are three main aspects of teacher competence, namely as follows: (1) Ability, knowledge, skills, attitudes, traits, understanding, appreciation, and Expectations become the characteristics and characteristics of a person in carrying out their duties or work; (2) The characteristics and characteristics of the competencies described in the first aspect appear real in

DOI: 10.36555/almana.v7i2.2326



action, behavior, and performance; (3) The results of the performance can meet certain quality standard criteria.

Sutrisno (2019) explains that motivation is a cause that encourages individuals to work on a certain movement or action or causes that encourage the individual's behavior. It can be interpreted that motivation is an impulse that exists within a person to carry out an activity or activity so that it can meet the desired needs.

Sulistiyani et al. (2018) interpret achievement motivation as a motive that encourages someone to excel by always showing improvement toward standard excellence. It can be interpreted that achievement motivation is an encouragement carried out by someone to complete their tasks and release all their abilities to get better results. Ganyang (2018) argues that sources of motivation can be divided into two, namely sources from within a person (intrinsic) and sources from outside one's self (extrinsic).

Based on Priansa's opinion (2018) the generally known motivational theories are Maslow's hierarchy of needs theory, McClelland's achievement needs theory, cognitive evaluation theory, Clayton Alderfer's "ERG" theory, Herzberg's two-factor theory, Douglas McGregor's motivation theory, justice theory, goal setting theory, expectancy theory Victor H. Vroom, reinforcement theory and behavior modification and reward and achievement theory.

David C. McClelland in Mangkunegara (2019) suggests that there are six characteristics of people who have high achievement motives, namely having a high level of personal responsibility, daring to accept and face risks, having realistic goals, and having a complete work plan. and trying to have options to understand its objectives, take advantage of concrete input in all activities carried out, and look for opportunities to be able to understand the plans that have been programmed. There are five characteristics of low achievement motivation, namely lack of personal responsibility in doing a business or work, having a work program but not based on realistic plans and goals and weak in carrying them out, being indifferent and not having confidence in oneself, not sure in making choices, and the actions taken are less goal-centered.

Priansa (2018) suggests that teacher performance is the result of work done by teachers in schools to achieve school goals. It can be interpreted that teacher performance is the result of a teacher's work in carrying out his duties and responsibilities which are displayed in the form of work actions, work performance, and teacher work skills when carrying out learning activities.

Afandi (2018) suggests that there are three types of assessment references, namely performance appraisal of various results, performance appraisal based on behavior, and performance appraisal based on judgment. This type of performance based on judgment is seen based on a description of specific behaviors, namely quantity of work, quality of work, job knowledge, creativity, cooperation, dependability, initiative, and personal qualities.

# **METHODS**

Sugiyono (2019) argues that the research method is a scientific way to obtain data with certain goals and uses. In this study, the method used is descriptive and verification methods with a quantitative approach and the existing problems are limited by using the problem formulation. Sources of data collection used in this study are data obtained directly and indirectly. The primary data of this study was sourced from questionnaire data obtained from teachers and interviews with the principal and teachers of SMK Negeri 2 Baleendah. This secondary source was obtained from literature such as theory books, journals, and documents containing information on SMK Negeri 2 Baleendah.

DOI: 10.36555/almana.v7i2.2326



Data Collection Techniques Sugiyono (2019 suggests that "data collection techniques are the most strategic steps in a study because the main purpose of a study is to obtain data". This data collection procedure was carried out in several ways, namely using literature studies, interviews, and questionnaires.

The population in this study were all teachers of SMK Negeri 2 Baleendah totaling 105 people. Because the population is too large, the data determination technique used is a sample. The sample in this study was 90 teachers. The data analysis used in this research is descriptive analysis technique and verification data analysis technique. The descriptive data analysis technique uses a continuum line while the verification data analysis technique uses path analysis.

#### **RESULTS AND DISCUSSION**

# **Validity Test**

A validity test aims to measure the validity of data. Data can be said to be valid if there are no differences or similarities between the data that occurs in the research object and the data reported by the researcher. The validity test is carried out by comparing the r-table and r-count Pearson Product Moment at degrees of freedom N -2 = 90 - 2 = 88, which is 0,207 with an error tolerance level of 5% with the following criteria:

- 1. It is said that the statement is valid if r count > r table.
- 2. It is said that the statement is invalid if r count < r table.

Below is a table of the results of the validity test of the questionnaires that have been distributed:

Statement **Variable** Number r-table r-count Information Competence (X1) Statement 1 0.207 0.343 Valid Statement 2 0,416 0,207 Valid Statement 3 0,505 0,207 Valid Statement 4 0.483 0,207 Valid Statement 5 0,375 0,207 Valid Statement 6 0,333 0,207 Valid Statement 7 0,356 0,207 Valid Statement 8 0,408 0,207 Valid Statement 9 0,532 0,207 Valid Statement 10 0,371 0,207 Valid Statement 11 0.489 0.207 Valid Statement 12 0,288 0,207 Valid Valid Statement 13 0,414 0,207 Valid Statement 14 0,317 0,207 Statement 15 0.434 0,207 Valid Statement 16 0,349 0,207 Valid Valid Statement 17 0,431 0,207 Statement 18 0,416 0,207 Valid Statement 19 0,378 0,207 Valid Valid Statement 20 0,336 0,207 Valid Statement 21 0,355 0,207

**Table 1. Validity Test Results** 

0.332

0,351

0,397

0.207

0,207

0,207

Website: <a href="http://journalfeb.unla.ac.id/index.php/almana/article/view/2326">http://journalfeb.unla.ac.id/index.php/almana/article/view/2326</a>

Statement 22 Statement 23

Statement 24

Valid

Valid Valid

DOI: 10.36555/almana.v7i2.2326



	Statement 25	0,317	0,207	Valid
	Statement 26	0,526	0,207	Valid
	Statement 27	0,436	0,207	Valid
	Statement 28	0,343	0,207	Valid
Achievement	Statement 29	0,520	0,207	Valid
Motivation (X2)	Statement 30	0,539	0,207	Valid
	Statement 31	0,512	0,207	Valid
	Statement 32	0,584	0,207	Valid
	Statement 33	0,640	0,207	Valid
	Statement 34	0,505	0,207	Valid
	Statement 35	0,468	0,207	Valid
	Statement 36	0,591	0,207	Valid
	Statement 37	0,488	0,207	Valid
	Statement 38	0,494	0,207	Valid
	Statement 39	0,319	0,207	Valid
	Statement 40	0,540	0,207	Valid
Teacher	Statement 41	0,465	0,207	Valid
Performance (Y)	Statement 42	0,324	0,207	Valid
r chomiance (1)	Statement 43	0,398	0,207	Valid
	Statement 44	0,433	0,207	Valid
	Statement 45	0,425	0,207	Valid
	Statement 46	0,512	0,207	Valid
	Statement 47	0,452	0,207	Valid
	Statement 48	0,330	0,207	Valid
	Statement 49	0,377	0,207	Valid
	Statement 50	0,497	0,207	Valid
	Statement 51	0,420	0,207	Valid
	Statement 52	0,232	0,207	Valid
	Statement 53	0,536	0,207	Valid
	Statement 54	0,331	0,207	Valid
	Statement 55	0,497	0,207	Valid
	Statement 56	0,350	0,207	Valid
	Statement 57	0,457	0,207	Valid
	Statement 58	0,481	0,207	Valid
	Statement 59	0,318	0,207	Valid
	Statement 60	0,529	0,207	Valid

Source: The results of SPSS 25 processing by researchers (2022)

From the results of the table above, it can be seen that the value of the correlation coefficient for each statement item on the variables of competence, achievement motivation, and teacher performance is greater than the r table value of 0.207. Thus, these results indicate that the overall statement items on the variables of competence, achievement motivation, and teacher performance are valid and worthy of further analysis.

#### **Reliability Test**

After testing the validity, the valid instrument is tested for reliability. The reliability test aims to determine the extent to which the results of a measurement from a set of questionnaires are trusted. An instrument is said to be reliable or reliable if it is used several times to measure the same object, then the resulting data will be the same. The basis for decision-making in the reliability test is to look at the Cronbach Alpha on the SPSS output with the following criteria:

1. Cronbach Alpha > 0.600 then reliable.

DOI: 10.36555/almana.v7i2.2326



## 2. Cronbach Alpha < 0.600 then not reliable.

Below is a table of reliability test results from the questionnaires that have been distributed:

**Table 2. Reliability Test Results** 

Variable	Cronbach Alpha	r-table	Information
Competence (X1)	0,799	0,600	Reliable
Achievement Motivation (X2)	0,749	0,600	Reliable
Teacher Performance (Y)	0,747	0,600	Reliable

Source: The results of SPSS 25 processing by researchers (2022)

From the table above regarding the results of the reliable test, the Cronbach Alpha value obtained is 0,799 for the competence variable, 0,749 for the achievement motivation variable, and 0,747 for the teacher performance variable. Then it can be shown that each questionnaire statement that is distributed has high reliability to measure these variables and is worthy of being tested in the next test.

### **Normality Test**

After testing the reliability, the valid instrument is then tested for normality. The normality test aims to test whether, in the path analysis model, the confounding or residual variables have a normal distribution. The formula used in this normality test is the Kolmogorov-Smirnov formula with the following conditions:

- 1. The data is normally distributed if the significance is > 0,05.
- 2. The data is not normally distributed if the significance is < 0.05.

Below is a table of normality test results from the questionnaires that have been distributed:

**Table 3. Normality Test Results** 

One-Sample Kolmogorov-Smirnov Test								
·	-	Unstandardized Residual						
N	,	90						
Normal Parameters <sup>a,b</sup>	Mean	.0000000						
	Std. Deviation	4.11837371						
Most Extreme Differences	Absolute	<u>.055</u>						
	Positive Negative	.055						
Test Statistic	- 3	.055						
Asymp. Sig. (2-tailed)		.200 <sup>c,u</sup>						
<ul><li>a. Test distribution is Norm</li><li>b. Calculated from data.</li><li>c. Lilliefors Significance Co</li><li>d. This is a lower bound of</li></ul>	rrection.							

Source: The results of SPSS 25 processing by researchers (2022)

From the table above, the results of the normality test with Kolmogorov -Smirnov can be seen that the Aysmp. The Sig (2-tailed) value is above the residual value of 0,200. This value is then compared using a significant level or = 5%, which is 0.05. So, the data above can be interpreted as normally distributed because 0,200 > 0,05.

DOI: 10.36555/almana.v7i2.2326



Table 4. Recapitulation of Respondents' Responses Regarding Competence

		Alterna	ative A	Answe	rs				_	
Statement	SS	S	CS	TS	STS	Actual	Ideal	%	Aver	Category
	(5)	(4)	(3)	(2)	(1)	Score	Score		age	
P1	20	24	33	11	2	319	450	71%	3,54	Good
P2	19	37	12	15	7	316	450	70%	3,51	Good
P3	22	35	15	15	3	328	450	73%	3,64	Good
P4	23	32	16	15	4	325	450	72%	3,61	Good
P5	5	18	31	40	6	236	450	52%	2,62	Quite
										Good
P6	13	33	28	15	1	312	450	69%	3,47	Good
P7	16	33	25	14	2	317	450	70%	3,52	Good
P8	9	38	26	16	1	308	450	68%	3,42	Good
P9	23	32	17	15	3	327	450	73%	3,63	Good
P10	19	24	33	11	3	315	450	70%	3,50	Good
P11	19	30	26	13	2	321	450	71%	3,57	Good
P12	4	21	49	15	1	282	450	63%	3,13	Quite
										Good
P13	10	23	27	26	4	279	450	62%	3,10	Quite
										Good
P14	15	30	28	14	3	310	450	69%	3,44	Good
P15	6	13	31	38	2	253	450	56%	2,81	Quite
										Good
P16	4	22	47	15	2	281	450	62%	3,12	Quite
										Good
P17	20	27	29	13	1	322	450	72%	3,58	Good
P18	19	37	12	15	7	316	450	70%	3,51	Good
P19	15	33	25	14	3	313	450	70%	3,48	Good
P20	9	15	20	38	8	249	450	55%	2,77	Quite
D04	_	4.4	00	0.5	0	000	450	<b>500</b> /	0.04	Good
P21	5	11	30	35	9	238	450	53%	2,64	Quite
Daa	24	22	16	10	E	220	450	720/	2.66	Good
P22	24	33	16	12	5	329	450 450	73%	3,66	Good
P23	23	24	27	15	1	323	450 450	72%	3,59	Good
P24	17	37	22	12	2	325	450 450	72%	3,61	Good
P25	24	33	20	8	5	333	450 450	74%	3,70	Good
P26	23	34	15	16	2	330	450 450	73%	3,67	Good
P27	4	15	30	36	5	247	450	55%	2,74	Quite
DOO	0	10	38	25	4	277	450	620/	3 00	Good
P28	8	18	38	25	1	277	450	62%	3,08	Quite Good
	т	otal				8.431	12.600	67%	3,34	Quite
	•	Jui				U. <del>T</del> U I	12.000	01 /0	J,J <del>T</del>	Good

Source: Results of questionnaire data processing (2022)

DOI: 10.36555/almana.v7i2.2326



Table 5. Recapitulation of Respondents' Responses Regarding Achievement Motivation

Statement		Altern	ative An	swers		Actual Score	Ideal Score	%	Aver age	Category
Otatomont	SS	S	cs	TS	STS	000.0	000.0	70	ago	catogory
	(5)	(4)	(3)	(2)	(1)					
P29	18	29	27	14	2	317	450	70%	3,52	Good
P30	5	10	30	35	10	235	450	52%	2,61	Quite
										Good
P31	6	8	31	37	8	237	450	53%	2,63	Quite
										Good
P32	8	18	34	25	5	269	450	60%	2,99	Quite
										Good
P33	12	41	25	11	1	322	450	72%	3,58	Good
P34	7	17	42	20	4	273	450	61%	3,03	Quite
										Good
P35	8	15	43	18	6	271	450	60%	3,01	Quite
										Good
P36	10	37	28	13	2	310	450	69%	3,44	Good
P37	4	17	27	35	7	246	450	55%	2,73	Quite
										Good
P38	11	33	28	15	3	304	450	68%	3,38	Quite
										Good
P39	11	33	30	14	2	307	450	68%	3,41	Good
P40	16	33	22	17	2	314	450	70%	3,49	Good
		Total				3.40	5.400	63%	3,15	Quite
						5			•	Good

Source: Results of questionnaire data processing (2022)

Table 6. Recapitulation of Respondents' Responses Regarding Teacher Performance

	•	Alte	rnative	Answ	ers	Actual	Idoal		Avere	
Statement	SS	S	CS	TS	STS		Score	%	Avera ge	Category
	(5)	(4)	(3)	(2)	(1)				3-	
P41	19	31	20	18	2	317	450	70%	3,52	Good
P42	20	33	18	16	3	321	450	71%	3,57	Good
P43	16	32	23	16	3	312	450	69%	3,47	Good
P44	13	39	25	11	2	320	450	71%	3,56	Good
P45	6	10	26	40	8	236	450	52%	2,62	Quite
										Good
P46	4	14	22	45	5	237	450	53%	2,63	Quite
										Good
P47	6	15	45	22	2	271	450	60%	3,01	Quite
										Good
P48	9	16	31	29	5	265	450	59%	2,94	Quite
										Good
P49	19	32	21	15	3	319	450	71%	3,54	Good
P50	18	29	27	13	3	316	450	70%	3,51	Good

Submitted: July 30, 2023; Revised: -;

Accepted: August 14, 2023; Published: August 29, 2023;

Website: <a href="http://journalfeb.unla.ac.id/index.php/almana/article/view/2326">http://journalfeb.unla.ac.id/index.php/almana/article/view/2326</a>

DOI: 10.36555/almana.v7i2.2326



								()		Good
		Total				5.652	9.000	63%	3,14	Quite
										Good
P60	8	16	37	26	3	270	450	60%	3,00	Quite
									•	Good
P59	9	19	42	17	3	284	450	63%	3,16	Quite
1 00	J	10	۷ ۱	71	,	204	700	J+ /0	۷,1 ۱	Good
P58	8	13	21	41	7	284	450	54%	2,71	Quite
P57	4	10	34	38	4	242	450	54%	2,69	Quite Good
DEZ	4	40	2.4	20	4	242	450	E 40/	2.00	Good
P56	3	15	40	30	2	257	450	57%	2,86	Quite
										Good
P55	5	13	30	39	3	248	450	55%	2,76	Quite
P54	15	37	20	16	2	317	450	70%	3,52	Good
										Good
P53	4	14	30	38	4	246	450	55%	2,73	Quite
P52	20	24	32	12	2	318	450	71%	3,53	Good
P51	10	38	29	10	3	312	450	69%	3,47	Good

Source: Results of questionnaire data processing (2022)

Descriptive Research Results from table 4,5,6 above are: (1) Respondents' responses to competence at SMK Negeri Baleendah: Based on the results of this study, the competence in SMK Negeri 2 Baleendah is considered quite good; (2) Respondents' responses to achievement motivation at SMK Negeri 2 Baleendah: Based on the results of this study, achievement motivation at SMK Negeri 2 Baleendah is considered quite good; (3) Respondents' responses to teacher performance at SMK Negeri 2 Baleendah: Based on the results of this study, the performance of teachers at SMK Negeri 2 Baleendah is considered quite good.

Table 7. The Influence of Each Competency and Achievement Motivation Variable on Teacher Performance

Variable	Direct Influence	Indirect lı	Total Impact	
		Competence	Achievement Motivation	
Competence	28,19%	14,78%		42,97%
Achievement motivation	19,09%		14,78	33,87%
motivation	Total			76,84%

Source: The results of SPSS 25 processing by researchers (2022)

Based on the results of this study, it shows that there is an influence of competence on teacher performance with a total effect of 42.97% and the influence of achievement motivation on teacher performance with a total effect of 33.87%.

DOI: 10.36555/almana.v7i2.2326



#### CONCLUSION

Competence affects teacher performance at SMK Negeri 2 Baleendah in general what is needed is good competency development as an effort to develop the competencies that teachers have so that they are more useful to improve teacher performance. The increase in teacher performance influences the creation of the quality of teacher work that is in line with expectations. Achievement motivation affects teacher performance at SMK Negeri 2 Baleendah in general what is needed is the contribution of teachers in increasing the achievement motivation that exists in each teacher so that each teacher can take action and can overcome all challenges and obstacles to improve teacher performance and achieve school goals. Competence and Achievement Motivation have an effect on Teacher Performance at SMK Negeri 2 Baleendah together and competencies that have a greater influence on Teacher Performance.

#### **REFERENCES**

- Afandi, P. (2018). *Manajemen Sumber Daya Manusia Teori, Konsep dan Indikator*. Riau: Zanafa Publishing.
- Enny, M. (2019). *Manajemen Sumber Daya Manusia*. Jawa Timur: Ubhara Manajemen Press.
- Ganyang, M. T. (2018). Manajemen Sumber Daya Manusia Konsep dan Realita.
- Mangkunegara, A. P. (2019). Manajemen Sumber Daya Manusia Perusahaan.
- Priansa, D. J. (2018). Kinerja dan Profesionalisme Guru. Bandung: CV. Alfabeta.
- Priansa, D. J. (2018). *Perencanaan dan Pengembangan Sumber Daya Manusia*. Bandung: CV. Alfabeta.
- Sedarmayanti. (2017). Perencanaan Dan Pengembangan Sumber Daya Manusia Untuk Meningkatkan Kompetensi, Kinerja, Dan Produktivitas Kerja. Bandung: PT. Refika Aditama.
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, Dan R&D.* Bandung: CV. Alfabeta.
- Sulistiyani, A. T., & Rosidah. (2018). *Manajemen Sumber Daya Manusia Pendekatan Teoritik Dan Praktek Untuk Organisasi Publik.* Yogyakarta: Penerbit Gava Media.
- Susanto, A. (2018). *Manajemen Peningkatan Kinerja Guru Konsep, Strategi, dan Implementasi.* Depok: Prenamedia Group.
- Sutrisno, E. (2019). Manajemen Sumber Daya Manusia. Jakarta: Prenamedia Group.
- Utama, Z. M. (2020). *Manajemen Sumber Daya Manusia Konsep Dasar & Teori*. Jakarta Timur: UNJs Press.