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HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Effect of Motivation and Competency on Work Productivity of Employee: Case Study at The Population and Civil Registration Office, Sarolangun Regency, Indonesia

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Abstract: The research entitled the influence of motivation and competence on the work productivity of employees at the Population and Civil Registration Service of Sarolangun Regency, Indonesia which analyzes the influence of motivation and competence on the work productivity of employees of the Population and Civil Registration Service of Sarolangun Regency uses descriptive statistical analysis methods and verification analysis in the form of partial least squares (PLS) and SPSS 21. Research results where motivation directly has a significant effect on employee productivity, where the t statistical value (6.080) is greater than the t-estimated (2.006). Then the competency variable directly has a significant effect on employee productivity, where the statistical t-value (2.450) is greater than the t-estimated (2.006). The results of this research have implications for efforts to increase employee work motivation in each work unit so that it will have an impact on increasing employee productivity.

Keywords: Motivation, Competence, Work Productivity.

JEL Classification Code: E44, F31, F37, G15

1. INTRODUCTION

The success of an organization is greatly influenced by the work productivity of each individual working in it. This individual productivity is a direct reflection of the productivity of the organization as a whole. To increase work productivity in an organization, it is important to prepare a qualified workforce, both in terms of competence and in building a productive mental attitude through work motivation. Work productivity is influenced by various factors, both those directly related to the workforce and government policies. According to Sedarmayanti (2016), there are six main factors that determine labour productivity, namely work attitude, skill level, labour relations, organizational leadership, productivity management, and labour efficiency. Meanwhile, Hasibuan (2012) emphasized that work motivation, especially achievement motivation, is one of the important factors that can affect a person's productivity. Employees who have high achievement motivation tend to have the ability and willingness to produce satisfactory performance.

Achievement motivation, according to Andjarwati (2015), is a person's effort to master his duties, achieve success, overcome obstacles, perform better than others, and get recognition for his talents. This motivation serves as the main driver that encourages individuals to achieve performance and productivity in accordance with applicable standards in their work. In addition to motivation, work competence is also a key factor in achieving high productivity. Competence, according to Sulistyani and Rosidah (2003), includes knowledge and skills that underlie the achievement of productivity. Robbins (2008) states that competence is a person's ability or capacity to perform various tasks in a job, which is influenced by intellectual and physical factors. Management as the science and art of managing the process of utilizing resources effectively and efficiently also plays an important role in increasing productivity. Hasibuan (2012) states that management involves the process of cooperation between

employees to achieve organizational goals through planning, organizing, directing, and supervising. Each of these aspects of management contributes directly to the achievement of predetermined goals, by optimally utilizing existing resources.

Work productivity, as explained by Suwatno and Priansa (2011), is determined by the support of all organizational resources, as measured by effectiveness and efficiency. This effectiveness and efficiency can be seen from the final results achieved, optimal use of resources, and the organization's ability to meet market demand. Based on this background, this research focuses on: 1) The effect of motivation and competence on employee work productivity at the Population and Civil Registration Office of Sarolangun Regency; 2) The effect of motivation on employee work productivity; 3) The effect of competence on employee work productivity.

2. RESEARCH DESIGN AND METHOD

This research method is descriptive statistical analysis method and simple regression and multiple regression partial least square (PLS) analysis with SEM and SPSS 21 instruments which aims to describe the description of motivation, competence, and employee work productivity, as well as analyze and prove the effect of motivation and competence on the work productivity of employees of the Population and Civil Registration Office of Sarolangun Regency, Indonesia.

Description:

r_{xy} = Instrument validity coefficient

X_1 = The first score, in this case X is the score on the i-th item that will be tested for validity.

ΣY_1 = The second score, in this case Y is the sum of the scores obtained by each respondent.

ΣX_1 = The sum of the first scores, in this case ΣX is the sum of all scores on the i-th item.

ΣY_1 = The sum of the second score, in this case ΣY is the sum of all scores on the total score obtained by each respondent.

$\Sigma X Y_{11}$ = The sum of the product of the first score and the second score.

ΣX_1^2 = The sum of the squares of the first score.

ΣY_1^2 = The sum of the squares of the two scores.

Furthermore, to make a classification of the acquisition of scores for each research variable, by first calculating the scale range with the following formula:

$$RS = \frac{\text{Highest score} - \text{lowest score}}{\text{Number of Criteria}} = \frac{5 - 1}{5} = 0.8$$

To determine the value of the scale range and the weight of the highest score and the lowest score set, the cumulative assessment criteria for each research variable can be seen in the table 1 below:

Table 1. Score Acquisition Scale Range and Classification of Score Acquisition for each Research Variable

Scale Range	Variables/Assessment Criteria		
	Work Motivation	Competence	Work Productivity
4,24 - 5,00	Very High	Very good	Very High
3,43 - 4,23	High	Good	High
2,62 - 3,42	Medium	Good enough	Medium
1,81 - 2,61	Low	Not good	Low
1,0 - 1,80	Very Low	Very unfavorable	Very Low

Then according to Sugiyono, (2009) states that the formula that can be used to test the reliability of the instrument is:

$$r_{11} = \left[\frac{K}{K - 1} \right] 1 - \frac{\Sigma \sigma^2}{\sigma^2}$$

Where the variance is as follows:

$$\sigma^2 = \frac{\sum x^2 - \frac{\sum x^2}{N}}{N}$$

Description

- R11 = instrument reliability/ alpha coefficient
- K = number of items
- $\sum \sigma^2$ = sum of item variances
- σ^2 = total variance
- N = number of respondents
- X = scores on the i-th item
- $\sum X$ = sum of all scores on the i-th item
- $\sum X^2$ = sum of the squares of the i-th item scores

Furthermore, to analyze the effect of variables with regression tests with the PLS model used to answer the second problem where to find out and analyze the effect of motivation (X1) and competence (X2) on employee work productivity at the Sarolangun Regency, Indonesia Civil Registry Office with the following formulation model:

For exogenous latent variables:

$$x_1 = \lambda_{x1} \xi_1 + \lambda_{x1} \xi_2 + \lambda_{x1} \xi_3 + \vartheta_1$$

$$x_2 = \lambda_{x2} \xi_1 + \lambda_{x2} \xi_2 + \lambda_{x2} \xi_3 + \vartheta_2$$

For endogenous latent variables:

$$y_1 = \lambda_{y1} \eta_1 + \lambda_{y1} \eta_2 + \lambda_{y1} \eta_3 + \varepsilon_1$$

$$y_2 = \lambda_{y2} \eta_1 + \lambda_{y2} \eta_2 + \lambda_{y2} \eta_3 + \varepsilon_2$$

So that the PLS model function equation can be changed to:

$$y_1 = \lambda_{x1} \xi_1 + \lambda_{x1} \xi_2 + \lambda_{x1} \xi_3 + \vartheta_1$$

$$y_2 = \lambda_{x2} \xi_1 + \lambda_{x2} \xi_2 + \lambda_{x2} \xi_3 + \vartheta_2$$

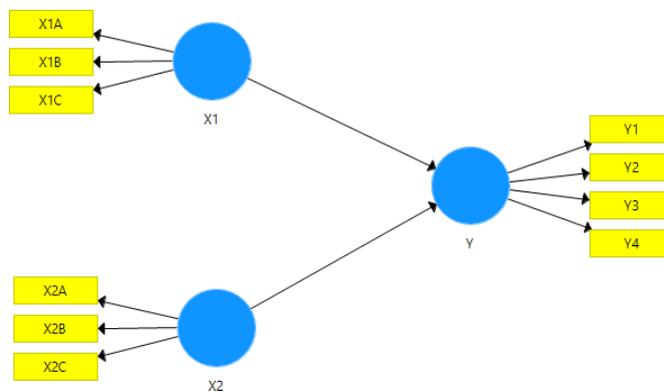


Figure 1. Regression Analysis Path

3. RESULTS AND DISCUSSION

3.1. Outer Model Testing Results

Outer model test results or measurement models are measured by 4 (four) criteria, namely the average variance value (average variance extracted) convergent validity, discriminant validity and internal consistency reliability (composite reliability and Cronbach alpha). Individual indicators are considered reliable if they have a correlation value ≥ 0.50 . Based on the results of the factor loading analysis, it is found that there are 4 (four) indicators that have a factor loading value < 0.50 , namely indicators MO3, MO4, MO7, and MO8. To follow up on these nine indicators, they are then removed

or eliminated from the measurement model, then the outer model test is carried out again to assess the feasibility of the model as a whole in order to provide accurate measurement results and be able to reflect latent variables. To see the results of factor loading convergent validity can be seen in Table 2 as follows:

Table 2. Convergent Validity Measurement Results

Indicator	Motivation (X1)	Competence (X2)	Work Productivity (Y)
MO1	0,905	-	-
MO2	0,953	-	-
MO3	0,045	-	-
MO4	-0,036	-	-
MO5	0,945	-	-
MO6	0,937	-	-
MO7	-0,003	-	-
MO8	-0,161	-	-
MO9	0,914	-	-
MO10	0,938	-	-
KP1	-	0,898	-
KP2	-	0,858	-
KP3	-	0,562	-
KP4	-	0,760	-
KP5	-	0,893	-
KP6	-	0,869	-
KP7	-	0,863	-
KP8	-	0,875	-
KP9	-	0,894	-
KP10	-	0,870	-
PR1	-	-	0,805
PR2	-	-	0,849
PR3	-	-	0,891
PR4	-	-	0,927
PR5	-	-	0,947
PR6	-	-	0,945
PR7	-	-	0,954
PR8	-	-	0,903
PR9	-	-	0,936
PR10	-	-	0,906
PR11	-	-	0,836
PR12	-	-	0,776

After measuring convergent validity, the next step is to measure discriminant validity. To assess discriminant validity is to look at the square root value of the average variance extracted (AVE) of each construct. If the AVE value of each construct is greater than 0.50, it is said that the construct variable has good discriminant validity value. The AVE value for each construct can be seen in Table 3 below:

Table 3. AVE Value for Each Construct (Research Variable)

No.	Construct	AVE
1	Motivation (X1)	0,524
2	Competence (X2)	0,706
3	Work Productivity (Y)	0,795

Based on the AVE value of each construct variable in Table 3, it shows that the value is greater than 0.50, which means that each construct variable has good discriminant validity value. Then an internal consistency reliability test is carried out which is measured by two criteria, namely composite reliability and Cronbach alpha from the indicator block that measures the variable. The construct is declared reliable if the composite reliability and Cronbach alpha values are above 0.60 and or 0.70 (Ghozali and Latan, 2015).

Table 4. Composite Reliability Measurement Results

No.	Variable	Composite Reliability
1	Motivation (X1)	0,861
2	Competence (X2)	0,959
3	Work Productivity (Y)	0,979

Table 5. Cronbach Alpha Measurement Results

No.	Variable	Cronbach Alpha
1	Motivation (X1)	0,795
2	Competence (X2)	0,953
3	Work Productivity (Y)	0,976

The output results of composite reliability and Cronbach alpha based on Table 4 and Table 5 show that each construct variable (motivation, competence, and work productivity) has a measurement value above 0.70. Thus it can be stated that each construct variable has good reliability.

3.2. Inner Model Testing Results

Inner model or structural testing is carried out to see the relationship between latent variables (motivation, competence, and work productivity), significance value, and R-square of the research model. Changes in the R-square value are used to assess how much the ability of certain independent latent variables to explain the dependent latent variable, so that it can be seen the size of the contribution of the influence of the independent variable on the dependent variable. Based on the results of the calculation of the R-square value, it is found that the influence model between motivation and competence on work productivity provides an R-square value of 0.720 which can be interpreted that the work productivity variable reflected by the dimensions; (1) quantity of work results, (2) quality of work results, (3) efficiency, and (4) timeliness can be explained by motivation and competency variables is 72% while 28% is explained by other variables not observed in this study.

3.3. Hypothesis Testing Results

This hypothesis testing aims to see the significance of direct and indirect effects between motivation and competence on work productivity at a significance level of $\alpha = 5\%$ (0.05). The following is the result of path analysis which shows the value of the relationship between variables, as in Figure 2 below:

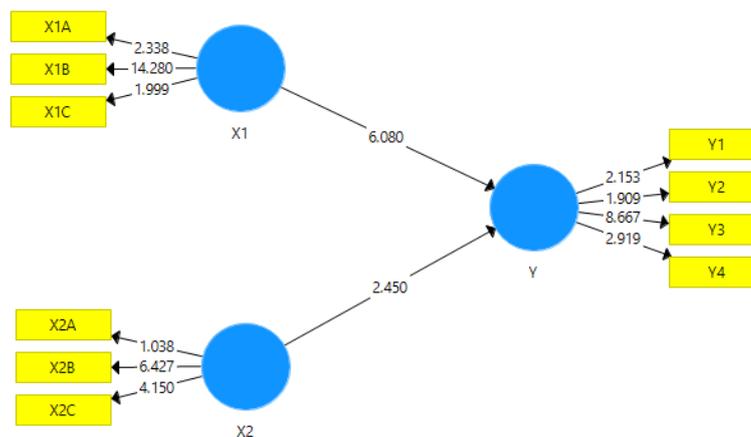


Figure 2. Path Analysis Results Based on Inner Model Estimation

From the calculation of path analysis, it is obtained that the value of the influence between motivation on work productivity (6.080) is greater than the value of the influence of competence on

work productivity (2.450). This shows that the motivation variable is more dominant in influencing the work productivity variable. Judging from each dimension that reflects each independent variable, it is found that the dimension of the need to master something that reflects the motivation variable contributes the most influence to changes in the high and low of work productivity, with a contribution value of 14,280. For competency variables, the dimension that contributes the most influence to changes in high and low work productivity is the skill dimension, with a contribution value of 6.427.

3.4. Discussion

a. The Effect of Motivation and Compension on Work Productivity

At this stage calculating the Model I Path Coefficient and Model II Path Coefficient, where for Model I Path Coefficient: Referring to the Regression Model I output in the Coefficients table section, it can be seen that the significance value of the two variables, namely $X1 = 0.003$ and $X2 = 0.036$, is smaller than 0.05. These results provide a conclusion that Regression Model I, namely variables $X1$ and $X2$ have a significant effect on Y . Meanwhile, the value of $e1$ can be found by the formula $e1 = \sqrt{1 - 0.425} = 0.758$. Thus, the structure model I path diagram is obtained as follows:

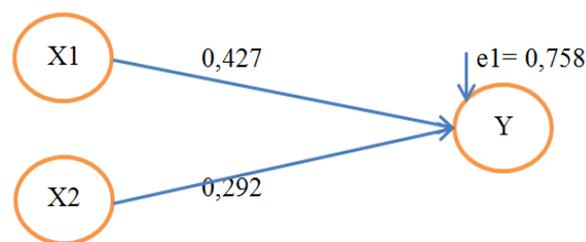


Figure 3. Regression Model-I

Hasibuan, (2012) states that one of the factors that can affect one's work productivity is work motivation, where employees who have high work motivation have the ability and willingness to produce a satisfactory work result, so as to provide benefits to the organization in an effort to increase productivity (Simamora, 2006). In line with that, Wibowo (2012) states that with the right motivation, each employee can generate the desire to work hard and enthusiastically to achieve high work productivity. Conversely, low employee motivation will cause employees to have difficulty in completing their work, and feel less challenged to achieve high work productivity. Therefore, building strong work motivation is an organizational priority to increase employee work productivity.

The findings in this study are in line with the results of research by Abubakar (2018), Kartika and Khaerana (2019), and Eksan and Dharmawan (2020) which prove that competence has a positive and significant effect on work productivity. The alignment between the findings in this study and the results of previous research, as well as with the theory of the relationship between competence and work productivity, further minimizes the gap. Thus, the work productivity achieved by employees empirically does require qualified competence, so that employees can really carry out their main duties and functions in accordance with the procedures set by the Population and Civil Registration Office of Sarolangun Regency. Employees who have high work enthusiasm will improve organizational life, as the theory put forward by Robbins (cited in Sambira, 2017) which explains that employees with strong motivation will do the job seriously or work hard so that their work productivity continues to increase. They will give more attention, imagination and skills in their work. In general, high work motivation makes employees work well and give all their efforts to obtain maximum results, thus the results obtained increase from time to time.

b. The Effect of Motivation on Work Productivity

Model II Path Coefficient: Based on the output of Regression Model II, the effect of motivation on work productivity in the Coefficients table, it is known that the variable $X1 = 0.000$ is smaller than 0.05. This result gives the conclusion that Regression Model II, namely variable $X1$ has a significant

effect on Y (work productivity). While for the value of $e2 = \sqrt{1-0.363} = 0.798$. Thus the structure model II path diagram is obtained as follows:

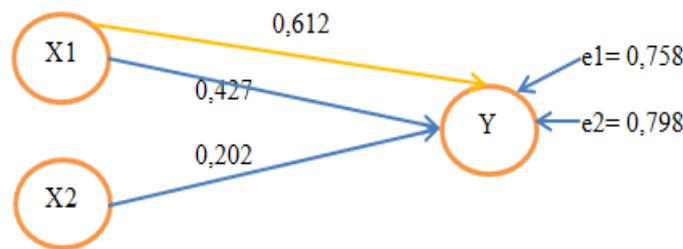


Figure 4. Regression Model-II

The results of hypothesis testing in this study prove that motivation has a significant effect on employee work productivity at the Population and Civil Registration Office of Sarolangun Regency. This is evidenced by the t-statistic value of $> 6.080 < t\text{-table } 2.006$, so that the decision to accept hypothesis 1 is obtained. The findings in this study are in line with the results of research by Hamali (2013), Nur ainun and Wairani (2017), Kurnia, et al (2019), Laksmiari (2019), and Kuswibowo (2020), which prove that motivation has a positive and significant effect on work productivity. The alignment between the findings in this study and the results of previous studies, as well as with the theory of the relationship between motivation and work productivity, further minimizes the gap. Thus, the higher the employee's motivation, the higher the employee's work productivity. Vice versa, the lower the employee's motivation, the lower the employee's work productivity.

Based on the results of this test, it is also known that the dimension of the need for power contributes the highest influence on employee work productivity at the Population and Civil Registration Office of Sarolangun Regency. The need for power is the desire to have influence, be influential, and control other individuals (Susanto, 2018). Yukl (2005) says that power is very important to understand how people are able to influence each other in organizations. Power involves the capacity of one party (agent) to influence another party (target). The concept is more flexible to be used in different ways. Sometimes power is defined in relative rather than absolute terms, meaning the extent to which the agent has more influence over the target than the target has over the agent.

Furthermore, power is a dynamic variable that changes as conditions change. How power is used and the outcomes of influence efforts can increase or decrease an agent's power. The term power is used to describe the absolute capacity of an agent to influence the behavior or attitude of one or more designated targets at a given time. Based on the theory of power proposed by French and Raven (Riani et al., 2014), there are five types of power based on the source of power, with the following details:

a. Legitimate power

This power arises in a person because he has a position as an official in the formal organizational structure. This person has the official power to control and use resources in the organization. His power includes the power to coerce and reward. Members of the organization will usually listen to and carry out what their leader says, because he has formal power in the organization he leads.

b. Coercive power

This power arises in a person because he has the ability to impose punishment (negative consequences) or negate positive events on others. In an organization, people usually submit to their superiors for fear of being fired, or demoted. This power can also be possessed by someone because they have very important information about another person, which has a very large influence on that person.

c. Reward power

This power arises in a person because he has the ability to control resources that can influence others, for example he can raise positions, give bonuses, raise salaries, or other positive things.

- d. Expert power
This power arises in a person because he has expertise, skills or special knowledge in his field. For example, a computer expert who works for a company, or an employee who has the ability to use 2 or 3 international languages, will have expert power because it is needed by his company.
- e. Power by virtue of being an example (referent power)
This power arises in a person because he or she has certain resources, an attractive personality, or charisma. This power can lead to admiration for the person, and make people who admire them want to be like them. For example, a person with an attractive personality is often used as an example or model by others in their behavior.

Referring to the five types of power based on the source of power, the power of legitimacy, the power to force, and the power to reward can generally only be used by organizational leaders, in accordance with the leadership style they use. Meanwhile, employees (subordinates) can have the power to influence others, namely through their expertise or competence (expert power), or through their exemplary or charismatic nature (referent power). Expert power and referent power that reflect the power needs of employees at the Population and Civil Registration Office of Sarolangun Regency can be seen from the results of respondents' responses, which show a very high desire from employees to become leaders in the work team, to be ahead of other employees, and to become examples or role models for other employees.

According to Murgijanto (2017) the characteristics of a high need for power can be seen from: (1) trying to help others even though the help is not requested, (2) being very active in determining the direction of the activities of the organization in which he is located, (3) collecting goods or becoming a member of an association that can reflect prestige, and being very sensitive to the structure of interpersonal influence from groups or organizations. While Aziti (2019) states that the characteristics of people with a great need for power are: (1) a strong desire to control others, (2) a desire to influence others, and (3) a desire to have an impact on others. McClelland details that someone who has a high need for power will tend to have a responsible character, strive to influence other individuals, and enjoy being placed in competitive situations.

Related to employees' need to influence others, the results of Yukl et al's research show that there are nine types of tactics commonly used by employees in organizations in influencing others, as follows (Marianti, 2011):

- a. Rational persuasion occurs when a person influences others by using logical reasoning and tangible evidence to get others interested.
- b. Inspirational appeals occur when a person influences others by using a request or proposal to generate enthusiasm or passion in others. For example, by providing an interesting explanation of the desired values, needs, hopes, and aspirations.
- c. Consultation, occurs when a person influences others by inviting and involving the targeted person to participate in the creation of a plan or change to be implemented.
- d. ingratiation, occurs when a person influences others by using happy words, giving compliments, or a friendly attitude in requesting something.
- e. Personal appeals occur when someone influences another person or asks them to do something because they are a friend or because they are considered loyal.
- f. Exchange, occurs when a person influences another person by giving a certain benefit to the target person, in exchange for their willingness to follow a certain request.
- g. Coalitions occur when a person enlists the help and support of others to persuade or excuse the targeted person to agree.
- h. Pressure, occurs when one person influences another by using threats, warnings, or repeated requests for something.
- i. Legitimacy, occurs when a person influences others by using their position, power, or by saying that a request is in accordance with organizational policies or rules.

c. *Effect of Competence on Work Productivity*

Model III Path Coefficient: Based on the output of Regression Model III, the effect of competence on work productivity in the Coefficients table, it is known that the variable $X_2 = 0.000$ is smaller than 0.05. This result gives the conclusion that Regression Model III, namely the X_2 variable has a significant effect on Y (work productivity). While for the value of $e_2 = \sqrt{1-0.316} = 0.827$. Thus the structure model II path diagram is obtained as follows:

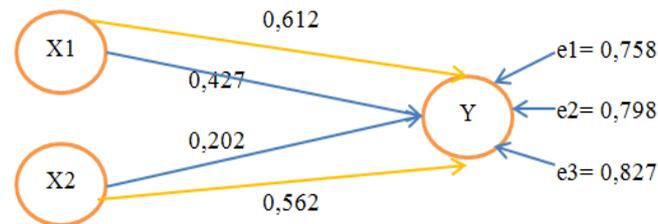


Figure 4. Regression Model-III

Hypothesis testing and conclusion

- Analysis of the effect of motivation (X1) and competence (X2) on work productivity (Y): from the above analysis, it is obtained that the significance value of motivation (X1) is $0.003 < 0.05$ and the significance value of competence (X2) is $0.036 < 0.05$. So it can be concluded that directly there is a significant effect of motivation (X1) and competence (X2) on work productivity (Y).
- Analysis of the effect of motivation (X1) on work productivity (Y): from the analysis above, it is obtained that the significance value of motivation (X1) is $0.000 < 0.05$. So it can be concluded that directly there is a significant effect of motivation (X1) on work productivity (Y).
- Analysis of the effect of competence (X2) on work productivity (Y): from the analysis above, it is obtained that the significance value of competence (X2) is $0.000 < 0.05$. So it can be concluded that directly there is a significant effect of X2 on work productivity (Y).
- From a series of discussions of the above results, it can be concluded that the hypothesis that there is an effect of motivation (X1) and competence (X2) on work productivity (Y) can be accepted.

Basically, organizational goals will not be achieved optimally if the human resources in it are not able to work together with each other and based on qualified competence in carrying out the tasks that are their responsibility (Abubakar, 2016). In addition, organizations will certainly need human resources who are able to make a balance in the dynamics of the organization. namely human resources who have character, are flexible and can adjust to any changes. Therefore, human resources must have abilities that are built on a solid foundation and in accordance with the demands of the times (Abubakar, 2018).

Human resources based on competence will improve the ability and build the character of the human resources concerned, this can be understood because if the people who work in the organization have the right competence in accordance with the demands of their work (the right man on the right place), then the human resources concerned will have maximum work capacity, both in terms of knowledge, abilities and attitudes that reflect their work productivity. By having a strong character, every employee will always be ready to face changes in their environment in accordance with the demands of the organization without losing their identity (Pristiningsih, 2015).

The results of hypothesis testing in this study prove that competence has a significant effect on employee work productivity at the Population and Civil Registration Office of Sarolangun Regency. This is evidenced by the t-statistic value of 2.450, where this value is greater than the t-table (2.006), so the decision to accept hypothesis 2 is obtained.

Based on the results of this test, it is also known that the skill dimension contributes the highest influence on employee work productivity at the Population and Civil Registration Office of Sarolangun Regency. The high contribution of the influence of the skills dimension on employee work

productivity is due to several things, namely; good ability to cooperate with coworkers, able to communicate well with coworkers, always careful in completing work, and able to operate the technology needed in the work.

According to Brown, there are three types of basic abilities that every service officer must have in providing services to the community, namely first, technical skills, namely the ability to use the knowledge, methods, techniques, and equipment needed to carry out tasks obtained from experience, training, and education. Second, social skills include an understanding of motivation and the application of effective leadership. Third, conceptual skills, the ability to understand the complexity of the organization and the adjustment of each work unit field into the organization. This ability allows a person to act in harmony with the overall goals of the organization rather than only on the basis of their own group goals and needs (Kartika and Khaerana, 2019).

The knowledge dimension that forms employee competence is also proven to have a significant effect on employee work productivity at the Population and Civil Registration Office of Sarolangun Regency. That means the higher the employee's knowledge, the higher the level of work productivity achieved by the employee. Based on the results of respondents' responses, it was found that most employees have a very high level of working knowledge, both in terms of knowledge of theories related to work, their main duties and job functions, and rules related to work. Besides employee knowledge and skills, what needs to be considered is the attitude of employee work behavior. If employees have characteristics that support the achievement of organizational goals, then automatically all tasks assigned to them will be carried out as well as possible.

4. CONCLUSION

The study's results found that work motivation is the most dominant variable affecting employee productivity. Therefore, increasing employee work motivation in each work unit is necessary. Based on the research results, it is found that the dimension of the need to master something from the motivation variable, as well as the skill dimension of the competency variable, is the dimension that contributes the most influence to changes in the high and low productivity of employee work. Therefore, to increase employee work productivity at a higher level in the future, it is necessary to allocate a larger budget than before for employee education and training, so that employee needs to achieve the competency standards they want to master can be achieved. For academic purposes, further research is necessary on the factors that affect employee work productivity. In this regard, future researchers should conduct research using other variables that have the potential to act as mediating or moderator variables in the relationship between motivation and competence in employee work productivity.

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