

Analysis of Competency to Employee Motivation and The Impact to Employee Satisfaction (Study Cases at Beauty Services Company)

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Abstract

The purpose of this study to test and analyze the influence of employee competency to employee motivation and the impact to employee satisfaction at beauty service company. The data have collected by questionnaires with a total sample of 63 respondents and using a quantitative descriptive approached. The data analysis used was statistical analysis in the form of path analysis. The results of this study indicate the competency has significant effect to employee motivation and the employee motivation also has significant effect to employee's satisfaction at beauty service company located in South Jakarta. Based on the hypothesis result that H^1 accepted to competency effected to motivation, H^0 rejected and H^1 for motivation to employee satisfaction accepted and H^0 rejected.

Keywords: Competency, Motivation, Employee Satisfaction.

1. Introduction

In the era of globalization and digital, companies engaged in services are certainly required to be able to compete and provide the best service to their consumers. Competition between service companies with one another has a positive and negative impact on these companies. The positive thing is that every service company must be able to provide the best service and added value so that consumers do not go to other companies. The negative impact is that if the service company cannot provide the best service, consumers will automatically leave and switch to other companies. This certainly has a negative impact on the sustainability of the company. It is not impossible to have an impact on employee termination and the final impact is that the economy, both the company and others, will be significantly affected.

In every service company has its own challenges in every move. Of course this is a challenge that must be faced. Many service companies cannot survive because of service. True, service companies are about service, not products that are visible to the eye. But the product is perceived by consumers. If the service is not good, it will be a bad record for the service company. One of the service companies is beauty services. Where the human resources must be skilled with the expertise they have. However, this expertise does not only come from each individual possessed, but also the competence of all existing workers. The better the competence that the company has, the better it will be able to make the company better and get the benefits of these services so that consumers return to using these services.

In the Manpower Act No. 13 of 2003 concerning employment in Chapter 1 of the General Provisions article 1 tenth point, job competence is the work ability of each individual which includes aspects of knowledge, skills and work attitudes in accordance with established standards. Meanwhile competence based on Government Regulation Number 100 of 2000 is the ability and characteristics possessed by a person in the form of knowledge, skills and / or behavioral attitudes needed in carrying out his / her job duties. Another explained that: *“Competency can be described as a set of behavior patterns that an incumbent need to bring to a position in order to perform its tasks and functions in the delivery of desired results or outcomes (Bartram, et. al, 2002; Woodruffe, 1992).”* According to Spencer & Spencer (1993) in Mansur (2009), they describe several types of characteristics that make up a competency, namely motive, which means consistency in thinking about something someone wants or wants to cause an event. Behavioral motives can be described in certain terms such as controlling, directing, guiding, choosing to face certain events or goals.

Douglas McGregor in (Robbins, 2008: 225) expresses two real views about humans, called theory X, there are four assumptions, namely first, employees basically don't like their work and try to avoid them as much as possible. The second is that employees do not like their jobs, they are forced, controlled or threatened with punishment to achieve goals. Third, employees will avoid responsibility and seek formal orders whenever possible. Fourth, some employees place security above all other work-related factors and show little ambition. McClelland argues that employees have potential energy reserves (Robbins, 2008: 230). This theory focuses on three needs, namely: achievement, strength and relationships. More clearly, the three needs are expressed, such as the need for achievement (need for achievement), which is an impetus to exceed, to achieve standards and strive even harder to succeed. Need for power is the need to make other individuals behave in such a way that they will not behave the other way around.

Finally, the need for relationships (need for affiliation), namely the desire to establish a friendly and intimate interpersonal relationship. according to Robbins (2008: 94), argues that satisfaction is: "Job satisfaction is a general attitude of an individual towards his job, in addition to comparing the amount of reward received by a worker with the amount of expectations he has, but also regarding the rewards that must be received person." According to Kreitner and Kinicki (2001) job satisfaction is "an effectiveness or emotional response to various aspects of work that have become part of their routine." Talking about job satisfaction, there are three theories that can be done, namely the discrepancy theory, the theory of justice, and finally the two factor theory. First, in the mismatch theory, it is necessary to consider that job satisfaction is seen from how big the difference is between the working conditions experienced and those expected. Second, while the theory of justice puts forward the principle that everyone (employees) will be able to feel satisfaction or dissatisfaction, it can be seen from whether people (employees) can feel about how fair and or not the work situation they experience is.

Departing from this background, every company in running its business requires good competence so that the applied standards are able to provide the best service for its consumers. Thus will create customer satisfaction itself. In addition, at work, each individual employee is expected to be able to give the best performance in working for customer service. So that if consumers have received satisfaction with the services provided, it will be an added value for the company. Of course, the motivation to work for each employee can be maintained and can provide maximum work. However, employee satisfaction is good from their competencies, motivation at work is expected to give them satisfaction at work. Therefore, in this study it can be seen that every competency possessed by employees can provide motivation to work and in the end can feel the best work meaning that employee job satisfaction at company source itself. This is what is interesting to do a more study of how competence has an influence on employee motivation and motivation has an influence on employee satisfaction.

2. Literature Review

Competency

Lonnblad and Vartiainen (2012) in *Future Competences – Competences for New Way of Working* defined “A competency is a set of observable performance dimensions, including individual knowledge, skills, attitudes, and behaviors, as well as collective team, process, and organizational capabilities, that are linked to high performance, and provide the organization with sustainable competitive advantage.” (Athey & Orth, 1999). According to (Wibowo, 2007) in (Pratama, 2012) argues that competence is “an ability to carry out or perform a job or task which is based on skills and knowledge and is supported by the work attitude demanded by the job.” As for the benefits of competence for organizations, according to (Ryllat) in “Creating Training Miracles.” Namely, first, as an accurate mapping of the competencies of each existing workforce or those that will be needed. Second, to increase the effectiveness of recruitment according to the required competencies. The third is education and training that is focused on differences in skills / abilities because companies need more specifics. Fourth, as a decision-making process in the organization, they will be more confident because employees already have skills during the training and education process. Finally, for pre-emptive learning and assessment of the results of education and training, it will be easier and more consistent and the latter will facilitate change through identifying the competencies needed to manage change.

Palan (2007), describes five key terms in defining a competency. The following five terms are referred to: first, the basic character (underlying character) can be said as a person's personality that is deep and long lasting. In this definition, he (Palan) emphasizes more on basic characters that lead to one's motives, personal characteristics, self-concept and values. Further on the basic character, namely (Mitrani et.al, 1992; Spencer and Spencer, 1993) describes the definition of “an underlying characteristics of an individual which is causally related to criterion-referenced effective and or superior performance in a job or situation” from this it can be said that this is a fundamental characteristic for an individual relating to the effectiveness of his work. Second, criterion-referenced means that competence can be measured based on certain criteria or standards. Third, the causal relationship (causality relationship) indicates that the existence of a competency and its demonstration predict. Competencies such as motives, traits, and self-concept in predicting skills and actions. Fourth, superior performance indicates the level of achievement of the highest ten percent in a work situation. Fifth, effective performance is a minimum level of acceptable work performance. This is usually the boundary line where employees below this line are deemed incompetent to do the work.

Motivation

According to Hasibuan (2017), motivation is an incentive to desire and a driving force for a person's will to work because every motivation has a specific goal to be achieved. According to Siagian (2017) says that motivation is a psychological state that encourages, activates, or moves and that motivation directs and channels one's behavior, attitudes, and actions which are always associated with achieving goals, both organizational goals and personal goals of each member. personal. According to Robbins in Wibowo's research (2016) states motivation as a process that causes intensity, direction, and individual persistence towards achieving goals. Herzberg reveals about intrinsic factors such as: progress, recognition, responsibility and achievement (Robbins, 2008: 227). In addition to motivating factors, Herzgerb revealed about health factors, which according to Hergarb the health factors (maintenance factors) are meant to cover; salary, working conditions, job security, pleasant supervision, official cars and various other benefits they receive, (Hasibuan, 2010: 110). In this theory, as expressed in (Hasibuan, 2010: 115) states that a person has needs related to the place and atmosphere in which they work. In this case covers several things including: 1) decent wages, 2)

opportunities to advance, 3) recognition as individuals, 4) work security, 5) good workplaces, 6) acceptance by groups, 7) fair treatment and 8) recognition of achievements.

Employee Satisfaction

Robbins, (2008: 112) also reveals the effect of dissatisfied and satisfied employees at work. At least it explains that there are four things that come into his mind if someone who is not satisfied at work, namely: first is to exit this behavior indicates to leave the organization, including looking for a new position and resigning. Second, namely the aspiration (voice) of this behavior shows more actively and constructively trying to improve conditions, including suggesting improvements, discussing problems with superiors, and several forms of union activity. Third, namely loyalty (loyalty) this behavior is passively still optimistic waiting for the improvement of conditions, including defending the organization and management to do the right thing. Finally, neglect this behavior by passively allowing conditions to get worse, including constant absence or tardiness, lack of effort and increased error rates.

Mangkunegara (2004: 120-123). Where in this Equity theory covers that job satisfaction focuses more on the situation in which he feels treated fairly and or not from a situation that surrounds them. This is why it shows that feelings of justice or injustice from a situation where someone gets from their way of comparing themselves and by looking at the condition of other people where they are still in one place / office and also seeing conditions in other places, there are three things about justice in question, namely First, input, which is something that has value / price they feel from their contribution / contribution from the work they do, which includes experience, skills and education. Second, namely Output, which is something that has a value / price they feel from their contribution / contribution from the work they do, which includes salary, status, symbols, and awards. The third is comparison person, which is a comparison of the ratio they receive / feel good between the input-outcome where they judge that the input-outcome ratio of others has a difference in it. It is this significant and non-fundamental difference that can make a difference and which can lead to an unhealthy process in running the organization / institution.

Meanwhile, according to, (Smith et al, in Sohi, 1996) see job satisfaction as an individual's feelings about a job or position in a job from what they feel and experience. Wexley and Yuki's translation of Shobaruddin (2005: 160) defines job satisfaction as "the way workers feel about their work." Mangkunegara (2004: 120) describes several theories of job satisfaction, some of which are: equity theory or what is called (balance theory, discrepancy theory, which is also known as difference theory, hereinafter, need fulfillment theory or referred to as need fulfillment theory, then the last one is the social reference group theory which is mentioned as a theory about group views

Framework

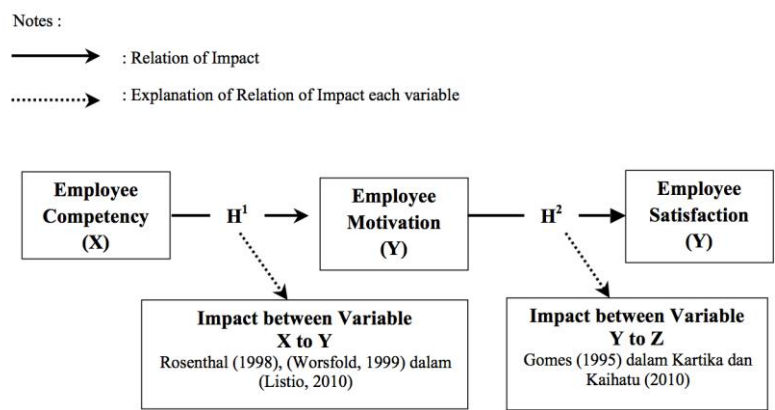


Figure 1. Research Framework

Hypothesis:

H¹: Competency has a positive and significant effect on employee motivation

H²: Motivation has a positive and significant effect on employee satisfaction.

3. Methods

This type of research is quantitative research, as for the reason for using this type of research because in the continuity of the research the author uses a questionnaire to collect data and interviews to support this research because the data collected is data in the form of numbers. According to Sugiyono (2006), quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research on certain populations or samples. While this type of research is explanatory research. While the research approach is descriptive and verification approaches. Is a research approach that explains the causal relationship between variables and to describe the results of research starting from the explanation of the relationship between variables, dimensions to indicators measured using a questionnaire. Meanwhile, the verification approach is to measure the relationship between variables using the software in the calculation, namely SPSS. The causality between the variables described is regarding the rotation, competence, motivation and employee satisfaction variables. Meanwhile, what is verified is how the influence of rotation, competence on motivation and the influence of motivation on employee satisfaction.

Table 1. Respondent Gender Distribution

No	Gander	Frequency	Presentation
1	Male	11	17,5%
2	Female	52	82,5%
Total		63	100%

Resource: Data Research 2020

Based on the data research, mostly the employee is female. Because their core business is beauty services.

The sample in this research use Slovin method:

$$n = \frac{N}{N.d^2 + 1}$$

Notes:

n : Sample Size

N : Number of population

d : Degree Estimated

This refers to Arikunto (2006: 134) in Indrarini, (2009) which states that: "Based on the expression of just estimated, then if the subject is less than 100, it's better to take all of them so that the research is a population study, but if the number The subject is large, can be taken between 10-15%, or 20-25% or more, depending on at least: (1) the ability of the researcher in terms of time, energy, and funds, (2) the narrow area of observation of each subject, because this involves the amount of data, (3) the size of the risk borne by the researcher. For a study where the risk is big, of course if the sample is large, the results will be better." Arikunto (2006) in Indrarini, (2009) how data collection can be done, which consists of:

1. Use of a Questionnaire or Questionnaire. The questionnaire method is to make a list of questions which are then distributed to the respondents concerned.
2. Use of the Interview Method. The interview method is to conduct questions and answers to obtain information from the parties concerned. This method requires a long time to collect data, where this method must think about the implementation time.

3. The use of the observation method, while the notion of the observation method is to make direct observations on the object to be studied.
4. The use of the documentation method, while the definition of the documentation method is to look for data about things or variables in the form of notes, transcripts, books, newspapers, magazines, inscriptions, meeting minutes, agendas, and so on.

Here are some steps in conducting path analysis, Sandjojo, (2011: 14-16).

- a. The instrument used must be valid and reliable.
- b. After that, the error normality test, homogeneity test and significance and linearity test are carried out.
 - 1) The error normality test is to find out that the sample used comes from a normally distributed population.
 - 2) The homogeneity test is to find out that the sample used comes from a population that has a homogeneous variance.
 - 3) The significance and linearity test is to find out that the variables formulated in the theoretical model of research have a significant and linear relationship.
- c. After the error normality test process and so on have been carried out, then model testing is carried out. In order to test the causality model, the path analysis obtained is: path analysis of the trimming model and path analysis of the decomposition model. One of the important things is that there must be a significant correlation between the variables that is proven in the reliability test.
- d. After that, the hypothesis is tested. This process is the final testing process in path analysis, which means to find out directly or indirectly between the variables under study.

4. Results and Discussion

Validity Test

Is a problem related to the question of the extent of measuring instruments to measure what should be measured (Soewadji, 2012). The validity test is also a test tool used to measure whether a questionnaire is valid or not (Ghozali, 2016). Valid items are indicated by the existence of a significant correlation between items and the item value score. To determine whether an item is feasible or not to be used, namely by testing the significance of the correlation coefficient at the 0.05 significance level, which means that an item is considered valid if it has a significant correlation to the total item score (Ghozali, 2013).

Based on the results of data processing, here are the results of the validity test in this study.

Table 2. Validity Result for Competency Variable

No	r-count	r-table	Result	No	r-count	r-table	Result
1	0,715	0,300	Valid	7	0,740	0,300	Valid
2	0,530	0,300	Valid	8	0,696	0,300	Valid
3	0,791	0,300	Valid	9	0,773	0,300	Valid
4	0,811	0,300	Valid	10	0,691	0,300	Valid
5	0,606	0,300	Valid	11	0,498	0,300	Valid
6	0,540	0,300	Valid	12	0,581	0,300	Valid

Resource: Data Research

Table 3. Validity Result for Motivation Variable

No	r-count	r-table	Result	No	r-count	r-table	Result
1	0,695	0,300	Valid	7	0,514	0,300	Valid
2	0,810	0,300	Valid	8	0,735	0,300	Valid
3	0,751	0,300	Valid	9	0,686	0,300	Valid
4	0,630	0,300	Valid	10	0,841	0,300	Valid
5	0,644	0,300	Valid	11	0,772	0,300	Valid
6	0,825	0,300	Valid	12	0,490	0,300	Valid

Resource: Data Research

Table 4. Validity Result for Employee Satisfaction Variable

No	r-count	r-table	Result	No	r-count	r-table	Result
1	0,651	0,300	Valid	7	0,599	0,300	Valid
2	0,762	0,300	Valid	8	0,701	0,300	Valid
3	0,786	0,300	Valid	9	0,810	0,300	Valid
4	0,881	0,300	Valid	10	0,527	0,300	Valid
5	0,717	0,300	Valid	11	0,842	0,300	Valid
6	0,693	0,300	Valid	12	0,614	0,300	Valid

Resource: Data Research

Reliability Test

Reliability test is used to determine the consistency of measuring instruments, whether the measuring instruments used are reliable and remain consistent if the measurement is repeated.

Table 5. Reliability Results

Variable	r-count	r-critics	Results
Competency (X)	0,895	0,700	Reliable
Motivation (Y)	0,971	0,700	Reliable
Satisfaction (Z)	0,811	0,700	Reliable

Resource: Data Research

All shows that all statements in this study are said to be reliable or have a good level of reliability so that they can be used in subsequent research analyzes.

Table 6. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		85
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	10,61829803
Most Extreme Differences	Absolute	,134
	Positive	,113
	Negative	-,134
Kolmogorov-Smirnov Z		1,238
Asymp. Sig. (2-tailed)		,093

a. Test distribution is Normal.

b. Calculated from data.

Resource: Data Research

Herein the result of Path Analysis in this research, below:

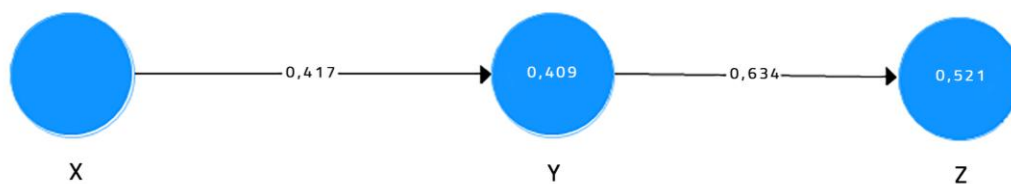


Figure 2. Path Analysis Result

Based on the figure 2, variable X to Y (Competency to Motivation) has path analysis result is 0,417. It's mean, competency has effected to motivation. Variable Y to Z has score 0,634. Both of variable competency to motivation and motivation to employee satisfaction has significant result.

Table 7. Hypothesis Test Result

No	Hypothesis Test	Result
1	Competency has significant effect to motivation	H ¹ Rejected, H ⁰ Accepted
2	Motivation has significant effect to Employee Satisfaction	H ¹ Rejected, H ⁰ Accepted

Resource: Data Research

Discussion

From the results of the analysis and testing of data on the variables studied, where in the process of testing the validity of the studied variables all indicators on the variables under study show a valid value. This means that the data process under study addresses valid data. In the process of testing the validity of 12 indicators, each variable shows that all are valid one another. While in the reliability test, both the competency and motivation and employee satisfaction variables showed a reliable value. Of the three variables tested for reliability, the largest variable among the 3 variables studied was the motivation variable of 0.971. While the second reliability value is the competency variable of 0.895. Meanwhile, the reliability value on the employee satisfaction variable was 0.811.

When viewed from the test results through path analysis where the competency variable to the motivation variable has an influence of 0.417. Meanwhile, the value of the motivation variable is 0.409. The value of the effect of the motivation variable on employee satisfaction is 0.521. While all indicators on employee satisfaction variables have a value of 0.634. It can be concluded that each variable that is carried out or tested in this study has an influence on one another. The effect value when viewed from the results of the X to Y and Y to Z path analysis, each of which has a different value in its significant value. But the overall significance is good.

So from the value of the path analysis test results in testing the hypothesis in this study, such as the data obtained, the H^1 value is rejected and H^0 is accepted for the competency variable to the motivation variable. While the results of hypothesis testing on the motivation variable to the employee satisfaction variable where H^1 is rejected and H^0 is accepted. In the end, in this study, each variable that is examined through the indicators under study has a positive value with one another so that the final hypothesis can be justified.

5. Conclusion

Location for sample in this research using the employee of from PT. Sumber Pelita Anugrah which is one of their core business is beauty services the results of data processing, it is found that competence has an influence on motivation. From the researched hypothesis it is found that according to the results of the hypothesis (H^1) it is accepted because it has a significant effect on employee motivation at. Seeing the results of this study, where competence has a significant effect on motivation, of course it can be taken into consideration at beauty service company in south Jakarta both in employment and in other fields which are expected to increase motivation can also see how the competence of employees because competence has a direct effect on satisfaction. For the next process, namely testing the influence of motivation on employee satisfaction, it was found that employee motivation contributed a positive influence to employee job satisfaction. The results of this study also confirm the opinion and are in line with Gomes (1995) in Kartika and Kaihatu (2010) which states that motivation has an effect on job satisfaction. Thus in the process of increasing employee satisfaction, motivation is one of the considerations of the employee. If you have high motivation, it can be concluded that employees also have high satisfaction, which refers to the results of this study.

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