

## UNPACKING THE DRIVERS OF EMPLOYEE PRODUCTIVITY IN THE SECRETARIAT REGIONAL COUNCIL OF PEOPLE'S REPRESENTATIVES (DPRD): THE ROLE OF COMPETENCE, WORK ATTITUDE, AND COMMUNICATION

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### Abstract

**Purpose:** This study aims to determine the effect of competence, work attitude and communication on employee productivity at the secretariat of the DPRD of Indramayu Regency

**Research Methodology:** This research uses a survey method. The survey method is used to solve actual large-scale issue problems with very large populations, so a large sample size is required.

**Results:** There is a partial influence of competence on the productivity of the DPRD Secretariat staff in Indramayu Regency. There is a partial effect of work attitude on the productivity of the DPRD secretariat staff in Indramayu Regency. There is a partial effect of communication on the productivity of the DPRD Secretariat staff in Indramayu Regency. There is an influence of Competence, Work Attitude, and Communication simultaneously on the productivity of the Secretariat Employees of the DPRD of Indramayu Regency

**Limitations:** this research is not free from limitations, namely the research object only focuses on the Secretariat of the DPRD of Indramayu Regency

**Contribution:** This research will contribute to the field of human resources in the development of work productivity as well as communication, work attitudes and competencies

**Keywords:** *Competence, Work Attitude, Communication, Employee Productivity, DPRD, Indramayu*



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### 1. INTRODUCTION

The dynamics and development of the government system have undergone very rapid changes in line with the changing paradigms that are developing in society (Maqsood, et.al , 2021). The administration of good governance is the main prerequisite in realizing the aspirations of the people and achieving the goals of the state (Ayu. et, al.,2019). In order to achieve this goal, it is necessary to develop and implement an accountability system that is appropriate, clear, measurable and legitimate so that governance and development can run efficiently, effectively, transparently, accountably and free from KKN.

In this regard, to organize a government that is clean and free from corruption, collusion and nepotism (KKN) as well as a paradigm shift in governance, development and service to the

community, every government institution is required to be able to realize good governance (Good Governance). ), both from the planning, implementation and evaluation stages. For this reason, in accordance with the mandate of Law Number 25 of 2004 concerning the National Development Planning System, it is the obligation of the Provincial/District/City Government to prepare Regional Development Planning as one of the units in the National Development Planning System.

Indramayu Regency DPRD Secretariat Employees as Human Resources who are the driving factor, controller and executor of all activities within the organization. To achieve excellence, organizations must be able to increase the productivity of their human resources. Because basically the performance of human resources both individually and in groups affects the productivity of the organization as a whole.

The secretariat of the DPRD of Indramayu Regency, the function of the DPRD as a representative of the people's voice, is also the institution authorized to carry out legislative tasks or approve regional regulations and supervise the use of the regional government budget. The DPRD's duties give it the legislative right to form regional regulations together with the executive, to give approval for draft budgets and regulations, to give opinions, to oversight of executive powers and policies within the scope of the region. Therefore, employees of the DPRD Secretariat of Indramayu Regency must have high productivity.

Work productivity is how to produce or increase the results of goods and services as high as possible by utilizing resources efficiently. Productivity is also often interpreted as the ratio between output and input in a certain time unit. Sutrisno (2017) argues: "Productivity is an interdisciplinary approach to setting effective goals, making plans, applying productive methods to use resources efficiently, and maintaining high quality".

Employee work productivity is inseparable from the view of life from the mental attitude in determining policies to get better work results than what has been achieved before. Likewise, at the Secretariat of the DPRD of Indramayu Regency, work productivity continues to be pursued. This is because the Secretariat of the Indramayu Regency DPRD Secretariat is directly related to the policies of the community. To increase the productivity of the personnel of the DPRD Secretariat of Indramayu Regency, one of the efforts is competence. Competency-based human resources will improve capabilities and build the character of the HR concerned, this is understandable because if people working in an organization have the right competencies in accordance with the demands of their work, then the human resources concerned will have a higher work capacity. maximally, both in terms of knowledge, skills and attitudes that reflect work productivity.

The staff of the DPRD Secretariat of Indramayu Regency is an important element in determining the success of community guidance activities. To achieve organizational goals, employees who have high productivity are needed so that they have a positive work attitude. In addition to competence, work attitudes also affect productivity. Work attitude can be used as an indicator of whether a job is running smoothly or not. If the work attitude is carried out properly, the work will run smoothly. If it doesn't mean it will be difficult. Work attitude as a tendency of thoughts and feelings of satisfaction or dissatisfaction with his work. Previous research by Edi (2019), concluded: "Work attitude partially has a significant positive effect on employee productivity and a constant value is obtained t count of 2,914 with a significance of 0.005, this value is smaller than 0.05. This shows that it is not a problem in determining the dependent variable Y.

In addition to competence and work attitude, communication also influences productivity. Communication is the opening key in increasing employee work productivity. Communication is the delivery and understanding of an intention, if communication is not well established, misunderstanding will occur. Communication is also the main key to forming good cooperation

in accordance with the vision and mission of the organization. The objectives to be achieved in this research are: 1. To find out how much influence Competence partially has on the employee productivity of the DPRD Secretariat of Indramayu Regency. 2. To find out how much influence the work attitude partially has on the employee productivity of the DPRD Secretariat of Indramayu Regency. 3. To find out how much influence the partial communication has on the employee productivity of the DPRD Secretariat of Indramayu Regency. To find out how much influence Competence, Work Attitude and Communication simultaneously have on Employee Productivity of the DPRD Secretariat of Indramayu Regency.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### The Effect of Competence on Productivity

High work productivity is expected by an organization. The more employees who have high work productivity (Wu, G., Hu, Z., & Zheng, J., 2019)., overall organizational performance will increase so that the organization will be able to survive in global competition. Indramayu Regency DPRD Secretariat Employees as Human Resources who are the driving factor, controller and executor of all activities within the organization. To achieve excellence, organizations must be able to increase the productivity of their human resources. Because basically the performance of human resources both individually and in groups affects the productivity of the organization as a whole.

Productivity is an interdisciplinary approach to setting effective goals, making plans, applying productive means to use resources efficiently, and maintaining high quality (Andaria, et.al., 2020). According to Sutrisno (2017) there are 3 indicators that determine employee productivity: The quantity of work, is the amount of work that can be completed by employees, so you can know the level of competence of these employees in carrying out their work; Quality of work, shows the extent to which an employee's ability to provide optimal results that can be achieved from the work performed; Work discipline, showing the timeliness of carrying out duties and responsibilities. Work productivity will increase if employees have good work competence. Competence is a person's ability to carry out a task or job and complete it properly based on the skills and knowledge they have.

According to Sutrisno (2017) Competence is "The ability of individuals to carry out a job correctly and have advantages based on matters relating to knowledge (Knowledge), expertise (skills), and attitudes (attitude)". According to Kurniawan (2019) Competence consists of: "Knowledge, Skills and Personality Attitudes". Thus it is clear that competence has an effect on productivity.

H1: It is suspected that there is a partial influence of competence on the productivity of the DPRD secretariat staff in Indramayu Regency.

### Effect of work attitude on productivity

Work competence is not enough to produce high work productivity, other driving factors are needed (Horváth, D., & Szabó, R. Z., 2019). One of the driving factors that can affect work productivity is work attitude. Work attitude is an action taken by employees to do work. Work attitude as a tendency of thoughts and feelings of satisfaction or dissatisfaction with his work. According to Suma'mur (2016): "Work attitude is an action taken by the workforce to do the job". Previous research by Edi (2019) concluded: "Work attitude partially has a significant positive effect on employee productivity and a constant value is obtained by t count of 2,914 with a significance of 0.005, this value is smaller than 0.05. This shows that it is not a problem in determining the dependent variable Y. Thus it is clear that work attitude affects productivity.

H2: It is suspected that there is a partial effect of work attitude on the productivity of the DPRD secretariat staff in Indramayu Regency.

### **Effect of Communication on productivity**

Communication is the opening key in increasing employee work productivity. Communication is the delivery and understanding of an intention, if communication is not well established, misunderstanding will occur. Apart from being the opening key, communication is also the main key to forming good cooperation in accordance with the vision and mission of the organization. The existence of communication within an organization will encourage employee work productivity so that it makes it easier to achieve organizational goals. Previous research by Khairun Nisa'B (2016), with the title: "The Influence of Communication on Employee Work Productivity at the Population and Civil Registry Office of Gowa Regency", concluded: "Employee work productivity is influenced by communication consisting of verbal communication and nonverbal communication". Thus it is clear that communication has an effect on productivity.

H3: It is suspected that there is a partial effect of communication on the productivity of the DPRD Secretariat staff in Indramayu Regency.

### **The Effect of Competence, Work Attitude and Communication on Productivity**

Employee productivity can increase supported by several factors so that the goals of the organization can be realized. Factors that have a lot of influence to support employee productivity include competence, work attitude and communication. Previous research by Marpaung (2019), with the title: "The Influence of Communication and Work Attitudes on Employee Performance at Pt Bank Cimb Niaga Medan Thamrin", concluded: "Partially it is known that communication and work attitudes have a positive and significant effect on employee performance PT Bank CIMB Niaga Medan Thamrin". From the description above, it is clear that there is an influence of competence, work attitude and communication on productivity.

H4: It is suspected that there is a simultaneous influence of Competence, Work Attitude, and Communication on the productivity of Indramayu Regency DPRD Secretariat Employees.

### **3. RESEARCH METHODOLOGY**

This study uses a quantitative approach. The quantitative approach is one of the scientific inquiry efforts based on the philosophy of logical positivism which operates with strict rules regarding logic, truth, laws, and predictions (Arikunto: 2017). This research uses survey method. The survey method is used to solve actual large-scale issue problems with very large populations, so a large sample size is required.

In survey research information was collected from respondents using a questionnaire. Generally, the definition of a survey is limited to the notion of a sample survey in which information is collected from a portion of the population (sample) to represent the entire population (Masri Singarimbun). There are 3 main characteristics in the Survey method: 1) Information data is collected from large groups of people with the aim of describing various aspects and characteristics such as: knowledge, attitudes, beliefs, abilities of the population, 2) Information data is obtained from submitting questions (written and can also be oral ) from the population, 3) Information data obtained from the sample not from the population. Singarimbun (2016).

Population is a generalized area consisting of objects or subjects that have the quantity and characteristics determined by the researcher to be studied and conclusions drawn. So the population is not just people, but includes all the characteristics or traits possessed by the subject or object (Sugiyono, 2014). The population in this study were 48 employees of the DPRD Secretariat of Indramayu Regency. Because the population size is considered sufficient to be

studied as a whole by the author, the writer does not take a sample, but instead takes the entire population (total sample) of 48 people.

#### 4. RESULTS AND DISCUSSIONS

Testing the validity of the instrument with a significance level of 0.05 (5%). With the testing criteria, if the significance level is less than 0.05, then the research instrument items are declared valid.

**Table 1** Content Validity Competence

Competence			
	Pearson Correlation	Sig. (2-tailed)	Note
Competence 1			
VAR00001	,655	,000	Valid
VAR00002	,649	,000	Valid
VAR00003	,732	,000	Valid
VAR00004	,641	,000	Valid
VAR00005	,569	,000	Valid
VAR00006	,351	,014	Valid
VAR00007	,713	,000	Valid
VAR00008	,720	,000	Valid
VAR00009	,568	,000	Valid
VAR00010	,717	,000	Valid

Based on table 1 data, it can be seen that of the 10 question items the significance is less than 0.05, so the 10 research instrument numbers are declared valid, which can be used for research.

**Table 2** Content Validity Work Attitude

Work attitude			
	Pearson Correlation	Sig. (2-tailed)	Note
Work attitude1			
VAR00001	,590	,000	Valid
VAR00002	,641	,000	Valid
VAR00003	,550	,000	Valid
VAR00004	,663	,000	Valid
VAR00005	,341	,018	Valid
VAR00006	,508	,000	Valid
VAR00007	,683	,000	Valid
VAR00008	,793	,000	Valid
VAR00009	,506	,000	Valid
VAR00010	,623	,000	Valid

Based on table 2 data, it can be seen that of the 10 question items the significance is less than 0.05, so the 10 research instrument numbers are declared valid, which can be used for research.

**Table 3** Content Validity Communication

Communication			
	Pearson Correlation	Sig. (2-tailed)	Note
Communication1			
VAR00001	,383	,007	Valid
VAR00002	,461	,001	Valid



VAR00003	,598	,000	Valid
VAR00004	,620	,000	Valid
VAR00005	,633	,000	Valid
VAR00006	,586	,000	Valid
VAR00007	,364	,011	Valid
VAR00008	,454	,001	Valid
VAR00009	,566	,000	Valid
VAR00010	,677	,000	Valid

Based on table 3 data, it can be seen that of the 10 question items the significance level is less than 0.05, then the 10 research instruments are declared valid, so they can be used for research

**Table 4** Content Validity Productivity

Productivity			
	Pearson Correlation	Sig. (2-tailed)	Note
Productivity1			
VAR00001	,730	,000	Valid
VAR00002	,711	,000	Valid
VAR00003	,720	,000	Valid
VAR00004	,638	,000	Valid
VAR00005	,590	,000	Valid
VAR00006	,601	,000	Valid
VAR00007	,825	,000	Valid
VAR00008	,712	,000	Valid
VAR00009	,795	,000	Valid
VAR00010	,634	,000	Valid

Based on table 4 data, it can be seen that of the 10 question items the significance level is less than 0.05, then the 10 research instruments are declared valid, so they can be used for research.

### Reliability Test Result

**Table 5** Reliability Test

Variable	Reliability	Note	Category
Competence	0,834	Reliable	High
Work attitude	0,787	Reliable	Currently
Communication	0,719	Reliable	High
Productivity	0,882	Reliable	High

Based on the table above, the Cronbach Alpha reliability coefficient value for the X1 variable is 0.834, for the X2 variable is 0.787, for the X3 variable is 0.771967 and for the Y variable is 0.882. Thus the research instrument of all variables is reliable and can be used in research.

**Table 6** T-test

		Coefficients <sup>a</sup>			
		Unstandardized Coefficients	Standardized Coefficients		
Model		B	Std. Error	Beta	T
1	(Constant)	,548	5,389		,102
					,919

COMPETENCE	,338	,092	,319	3,679	,001
WORK ATTITUDE	,528	,199	1,157	7,678	,000
COMMUNICATION	,731	,225	,487	3,249	,002

## A. Dependent Variable: EMPLOYEE PRODUCTIVITY

The results of the t test show that the tcount of the Competency variable (X1) has a p-value of 0.001 <0.05, which means it has a significant distribution, while tcount is 3.679> from ttable 2.014 which means it is significant. (Ttable 2.014 is obtained from degrees of freedom (df) n-3 or 48-3=45, using the formula in Microsoft Excel using =tinv (0.05; 45). This means that competence (X1) partially affects employee productivity (Y). This means accepting the hypothesis which states: "It is suspected that there is a partial influence of competence on the productivity of the DPRD Secretariat staff in Indramayu Regency."

The results of the t test show that the tcount of the Work Attitude variable (X2) has a p-value of 0.000 <0.05, which means it is significant, while tcount is 7.678> from ttable 2.014 which means it is significant. (Ttable 2.014 is obtained from degrees of freedom (df) n-3 or 48-3=45, using the formula on Microsoft Excel using =tinv (0.05; 45). This means that work attitudes partially affect employee productivity. This means accepting the hypothesis which states: "It is suspected that there is a partial influence of work attitude on the productivity of the staff of the Secretariat of the DPRD of Indramayu Regency".

The results of the t test show that the tcount of the Communication variable (X3) has a p-value of 0.002 <0.05, which means it is significant, while tcount is 3.249> from ttable 2.014 which means it is significant. (Ttable 2.014 is obtained from degrees of freedom (df) n-3 or 48-3=45, using the formula in Microsoft Excel using =tinv (0.05;45). This means that communication (X3) partially affects employee productivity (Y) This means accepting the hypothesis: "It is suspected that there is a partial effect of communication on the productivity of the DPRD secretariat staff in Indramayu Regency."

Table 7 F-test

ANOVA<sup>a</sup>

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1808,464	3	602,821	30,943	,000 <sup>b</sup>
	Residual	857,203	44	19,482		
	Total	2665,667	47			

a. Dependent Variable: Productivity

b. Predictors: (Constant), Communication, Competence, Work Attitude

The results of the Anova test or F test obtained Fcount of 30.943 with a significance level of 0.000. This means that the competency variable (X1) work attitude (X2) communication (X3) influences simultaneously (simultaneously) on employee productivity (Y). The results of the F test have a p-value of 0.000 <0.05 which means it is significant, while fcount 30.943> from ttable 2.816 means it is significant. (Ftable 2, 816 obtained from df1=k-1 and df2 = n-k, k is the number of dependent and independent variables, then df1=4-1 and df2= 48-4=44, with the formula in Microsoft Excel using =finv (0 ,05;3;44). This means that Competence (X1) Work Attitude (X2) Communication (X3) influences simultaneously (Simultaneously) on Employee Productivity (Y). This means accepting the hypothesis which states: "It is suspected that there is an influence of Competence , Work Attitude, and Communication simultaneously on the productivity of the Indramayu Regency DPRD Secretariat Employees ".

Work productivity will increase if employees have good work competence. Competence is a person's ability to carry out a task or job and complete it properly based on the skills and knowledge they have. According to Sutrisno (2017) Competence is "The ability of individuals to

carry out a job correctly and have advantages based on matters relating to knowledge (Knowledge), expertise (skills), and attitudes (attitude)". According to Kurniawan (2019) Competence consists of: "Knowledge, Skills and Personality Attitudes".

According to the respondent's perception, the competency of the Indramayu Regency DPRD Secretariat Employee was obtained from the highest questionnaire number, namely item number 1 background suitability indicator, which shows the Indramayu Regency DPRD Secretariat staff have adequate education to support employment. Meanwhile, the weakness of the Competency of the Secretariat Employees of the DPRD of Indramayu Regency is indicated by the questionnaire item number 4 of the Attitude towards work indicator, which shows: not all employees of the Secretariat of the DPRD of Indramayu Regency like the work they are doing. Referring to the research hypothesis which reveals that "There is a partial effect of work attitude on the productivity of staff at the Secretariat of DPRD Indramayu Regency", which means that to increase employee productivity can be done with work attitude. Work attitude is an action taken by employees to do work. Work attitude as a tendency of thoughts and feelings of satisfaction or dissatisfaction with his work. According to Suma'mur (2016): "Work attitude is an action taken by the workforce to do the job." Work attitudes have a mental side that influences individuals in reacting to stimuli about themselves obtained from experience being able to respond to stimuli that are not the same. Some respond positively and some respond negatively.

Previous research by Edi (2019) concluded: "Work attitude partially has a significant positive effect on employee productivity and a constant value is obtained by t count of 2,914 with a significance of 0.005, this value is smaller than 0.05. This shows that it is not a problem in determining the dependent variable Y. The work attitude of the Indramayu Regency DPRD Secretariat Employees who are already good from the respondents' answers is shown by the highest score in questionnaire number 5 indicator without any waste, which shows the Indramayu Regency DPRD Secretariat Employees use work equipment without any waste. While the weakness of work attitudes in the Indramayu Regency DPRD Secretariat staff is shown in item number 6 the smallest cost indicator, which shows that not all staff of the Indramayu Regency DPRD Secretariat try to spend the smallest possible cost. Referring to the research hypothesis which reveals that "There is a partial effect of Communication on the productivity of Employees of the DPRD Secretariat of Indramayu Regency", which means that to increase Employee Productivity can be done with Communication.

Communication is the opening key in increasing employee work productivity. Communication is the delivery and understanding of an intention, if communication is not well established, misunderstanding will occur. Apart from being the opening key, communication is also the main key to forming good cooperation in accordance with the vision and mission of the organization.

According to Ukas: (2016), "Communication is a process of providing signals according to certain rules, so that in this way, a system can be established, maintained and changed". Previous research by Khairun Nisa'B (2016), with the title: "The Influence of Communication on Employee Work Productivity at the Population and Civil Registry Office of Gowa Regency", concluded: "Employee work productivity is influenced by communication consisting of verbal communication and nonverbal communication". According to the respondent's perception, Communication of the Employees of the DPRD Secretariat of Indramayu Regency was good according to respondents' perceptions obtained from the highest questionnaire number, namely item number 7.

Meanwhile, the weakness of Communication for DPRD Secretariat Employees of Indramayu Regency is indicated by the questionnaire item number 10 indicator Having the



ability to communicate, which shows that not all employees of the DPRD Secretariat for Indramayu Regency have good communication skills.

## 5. CONCLUSION

Based on the results of the analysis and discussion previously stated, there is a partial influence of competence on the productivity of the DPRD secretariat staff in Indramayu Regency. The magnitude of the positive influence of Competence on Employee Productivity is 33.8% while the remaining 66.2% is influenced by other factors. There is a partial effect of work attitude on the productivity of the DPRD secretariat staff in Indramayu Regency. The influence of work attitude on employee productivity is 52.8%, while the remaining 47.2% is influenced by other factors. There is a partial effect of communication on the productivity of the DPRD Secretariat staff in Indramayu Regency. The magnitude of the influence of Communication on Employee Productivity is 73.1% while the remaining 26.9% is influenced by other factors. There is an influence of Competence, Work Attitude, and Communication simultaneously on the productivity of the Secretariat Employees of the DPRD of Indramayu Regency. The magnitude of the influence of Competence, Work Attitude, Communication simultaneously on Employee Productivity is 65.7% while the remaining 34.3% is influenced by other factors.

## LIMITATION AND STUDY FORWARD

Researchers submit suggestions in the future with the hope that they can be used as input for research objects as steps to improve employee productivity. The staff of the DPRD Secretariat of Indramayu Regency must like the work they are doing, so that they carry out their work with enthusiasm and sincerity. Secretariat employees of the Indramayu Regency DPRD should try to spend as little money as possible in carrying out activities, so that there is no waste. Indramayu Regency DPRD Secretariat employees must have good communication skills, in order to facilitate work services.

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