



## JURNAL SKETSA BISNIS

Naskah Diterima : 30 Mei 2022

Diterima Publikasi : 30 Juli 2022

Journal Homepage

<https://jurnal.yudharta.ac.id/v2/index.php/SKETSABISNIS>



### Improving 'TAS' Performance With Competence, Implementation of SOP, Work Environment and Utilization Of Ergo-Iconic Service Value

Sumarni<sup>1</sup>, Andriyansah<sup>2</sup>, Adi Suryanto<sup>3</sup>

<sup>1</sup> Master of Management at the Terbuka University of UPBJJ Purwokerto,  
sumarnikirani@gmail.com

<sup>2</sup> Doctoral Management, Faculty of Economics Postgraduate, Terbuka University,  
andri@ecampus.ut.ac.id

<sup>3</sup> Terbuka University of UPBJJ Purwokerto, Terbuka University, adis@ecampus.ut.ac.id

#### Abstrak

Penelitian ini bertujuan untuk menganalisa apakah hipotesis dalam penelitian ini mampu menunjukkan bahwa variabel-variabel dalam penelitian ini memiliki korelasi terhadap Peningkatan Kinerja Tenaga Administrasi Sekolah (TAS). Penelitian ini memiliki variabel yang masih kebaruan dalam penelitian manajemen SDM yakni Pemanfaatan Nilai Pelayanan Ergo-ikonik, dengan obyek penelitian terdiri dari sembilan SMA dan delapan SMK Negeri di Kab.Wonosobo dengan jumlah responden sebanyak 165 orang. Desain Penelitian kuantitatif dengan jenis penelitian survey. Pengumpulan data dengan link google form dan analisis data dengan software SmartPLS versi 3.3..Hasil penelitian menunjukkan bahwa secara langsung : Kompetensi,implementasi SOP, lingkungan kerja memiliki korelasi positif dan signifikan terhadap Peningkatan Kinerja TAS, dan juga memiliki korelasi positif dan signifikan terhadap pemanfaatan nilai pelayanan ergo ikonik. Kompetensi, implementasi SOP, lingkungan kerja memiliki korelasi lebih kecil terhadap peningkatan kinerja TAS dibanding pengaruh langsung jika dimediasi Pemanfaatan nilai pelayanan ergo-ikonik

**Kata Kunci:** Kompetensi, Implementasi Standar Operasional Prosedur (SOP), Lingkungan Kerja, Nilai Pelayanan Ergo-ikonik , Kinerja

#### Abstract

This study aims to analyze whether the hypothesis in this study is able to show that the variables in this study have a correlation to the Performance Improvement of School Administrative Personnel (TAS). This study has a variable that is still new in HR management research, namely the Use of Ergo-iconic Service Values, with the object of research consisting of nine SMA and eight State Vocational Schools in Wonosobo Regency with a total of 165 respondents. The research design is quantitative with the type of survey research. Data collection using google form links and data analysis using SmartPLS software version 3.3. iconic ergo service. Competence, SOP implementation, work environment have a smaller correlation to improving TAS performance than the direct effect if mediated. Utilization of ergo-iconic service values.

**Keywords:** Competence, Implementation of Standard Operating Procedures (SOP), Work Environment, Ergo-iconic Service Values, Performance

\* Correspondence Author : sumarnikirani@gmail.com

## 1. Introduction

Employee performance is one indicator of the success of achieving organizational goals. According to (Dissanayake, 2019) the concept of performance is based on several theoretical backgrounds, namely resource base view, organizational theory and contingency theory which focuses on the importance of resources, organizational capabilities, and emphasizes that the advantages possessed enable sustainable performance growth.

According to Nursalam, (2017:169), performance is the willingness and willingness of a group of people to carry out the tasks that are their responsibility to support the success expected by the organization. Achmad Sobirin (2019:13) states the factors that influence performance: (1). Individual elements, (2). Leadership elements, (3). Elements of the work team, (4). Elements of the organizational system, (5). Elements of the situation.

The reason that schools are very interesting objects to study is because Schools as public service providers in the field of education services should provide good, comfortable and satisfying services. School Administration Personnel (TAS) is one of the human resources in schools that have an important role related to administrative services. Improved TAS performance related to administrative services should be able to meet the expectations and satisfy service users, comfortable (ergonomic) with the distinctive (iconic) advantages of the school. To create a superior and comfortable school for the entire school academic community, one of them is by having a mature academic activity plan (especially the academic curriculum). The plan (input) includes learning device planning skills such as curriculum implementation, syllabus, lesson plans, attendance, teaching materials, media, assessment sheets and worksheets. Do (Process) skills include carrying out learning according to the planned learning plan and the teaching factory learning model and block system. Skills for managing Output (Control) include implementing learning evaluations, competency evaluations, teacher performance evaluations and internal audits, as well as making improvements and adjustments according to industry assessments on an ongoing basis (Djuhartono, Ariwibowo, and Alhamidi, 2021). Performance improvement can be done by increasing competence, implementing SOPs, working environment and Utilizing Ergo-ionic Service Values. The types of competencies that must be possessed by TAS include the following competencies: personality, technical and social (PERMENDIKNAS No. 24 of 2008). Implementing Standard Operating Procedures (SOP) correctly makes work procedures clearer, more systematic, consistent with the provisions so that work is completed quickly, accurately, reduces errors, is effective and efficient. A safe and comfortable work environment (available work facilities, clean workspace, sufficient light, good air circulation, protected from noise, harmonious working relationships make employees more enthusiastic, concentrated and comfortable (ergonomic). Utilization of ergo-ionic service values (typical and comfortable) makes TAS able to provide fast, precise, optimal service so that all the needs of service users are served. The art of serving will create a positive impression as a respect for service users so that their prestige is fulfilled.

Aspects of employee performance appraisal include aspects of quantity, quality, timeliness of work, efficiency and effectiveness in work as well as teamwork. Based on this matter, the Wonosobo Regency Public High Schools were able to attract research attention to be used as research objects. This is because there are various data showing TAS performance in Wonosobo Regency Public SMAs still needs to be improved due to several phenomena such as: The average value of SKP and work behavior from December 2020 to June 2021 is 84.78 so it needs to be improved. Optimal performance if employee needs are met quantitatively and with quality. Quantitatively, the number of TAS is still very low, especially TAS for civil servants, only 24%. In terms of quality, there are still 2% of TAS

education that is still in junior high school, the number of TAS who have attended training is only about 50%. The implementation of the school administration SOP has been determined by the Provincial Education and Culture Office. Central Java, but the implementation is only about 70%. Various applications for administrative icons for SMA-SMK N schools in Central Java, such as applications in the fields of: personnel (SIMPEG, SINAGA), finance (SIPERKASA, ARKAS), infrastructure (SIM ASET) have also only been implemented by 23% and only by operators. From the aspect of the work environment, many schools do not yet have adequate facilities, a stable internet network. The number of PNS security guards is only 20% so it is still very few. Monotonous work causes TAS to often experience burnout (physical or psychological fatigue so that emotions are unstable, bored, complaining, sensitive, cynical, indifferent, lacking enthusiasm so that service performance needs to be improved by utilizing service values that have certain advantages and characteristics comfortable (ergo-iconic). In terms of timeliness, reporting delays often occur. In terms of supervision needs, some TAS work optimally if supervised by the Principal or Head of Subsection TU (while the number of KTU PNS is only 3%, others are appointed by Plt.KTU from teacher element because the existing TAS does not meet the class and educational requirements).

The novelty in this study is the Ergo-Iconic Service Value Utilization variable which is a derivative of the ergo-icon theory (Andriyansah, 2018). In addition, researchers have conducted an assessment of previous research for development in this study. Research from Shodiqin and Srimindarti (2019) concluded that employee competence does not have a positive correlation with performance. Adam & Kamase (2019) concluded that competence has a positive but not significant correlation with performance. Then the results of research from Hidayattulloh & Ridwan (2019) stated that SOPs and employee performance had a significant correlation. The results of research from Anshari et al. (2019) concluded that there is a significant relationship between competence, environment and employee performance. Utilization of Ergo-iconic Service Values can encourage performance improvement. Research from Andriyansah et al. (2020) states: there are three driving variables to increase the performance of marketing employees at hotels, including: management certification implementation skills, technology adaptation skills and the value of ergo-iconic services to be mediating variables capable of providing impetus in improving hotel marketing performance and Intellectual Alibity the role of humans is not fully replaced by robots in the era of the industrial revolution 4.0.

Garg et al. (2021) have also assessed the impact of office ergonomics on performance in the Noida area, where office design, office furniture maintenance has an impact on office ergonomics for employee adjustment and comfort; in terms of employee health, security and safety, while ergonomic weaknesses include inappropriate office decoration and design, out of date, poor lighting, non-ergonomic furniture, variations in the average performance of 30-70 percent of employees.

## 2. Theory Framework

### 2.1 School Administration Personnel Performance (TAS)

**Table 1. Grid of Competency Instruments (X1)**

Variable	Theoretical Construct	Indicator	No. Statement	Amount	
<i>Personal Competence</i>					
TAS Competency (X1)  Based on PERMEN-DIKNAS No. 24 of 2008 concerning Standards for School Administration Personnel	Have Confidence	Self-understanding	1	2	
		Believe in your own abilities	2		
	Have Responsibility	Carry out tasks according to the rules	3	2	
		Don't pass the blame on others	4		
	<i>Social Competence</i>				
	Teamwork	Participate in groups		5	2
			The spirit of building survival and teamwork	6	
	Providing Excellent Service	Provide ease of service to service users/customers		7	2
Communicative			8		
<i>Technical Competence</i>					
Administering Personnel	Understanding of the main regulations in the field of staffing is based on CAR standards (educators and education personnel)		9	2	
		Implementation of procedures and mechanisms in the field of personnel	10		
		Mastering the Use of ICT: Operate office tools and equipment, such as computers, etc	11		
		Utilization of ICT in administrative activities, such as administration in the fields of: Curriculum, Personnel, School Relations with the Community, Finance, Student Affairs, Letters and Archives, and Infrastructure	12		
Total				12	

Source: PERMEN-DIKNAS No. 24 of 2008

M. Deni Hadiansah et al (2021:133) state that performance is related to the quality, quantity, results, timeliness, attendance of workers, efficiency and or effectiveness of work that can be completed. Based on the above definition, the researcher concludes that performance is the result of work that can be achieved by an employee in terms of quality, quantity, timeliness, attendance at work, based on competence or skills so that employees are able to carry out the tasks that are their responsibility in accordance with the provisions effectively, efficiently. in order to achieve organizational goals.

School Administration Personnel (TAS) are often called Administrative Staff (TU) or education personnel who have the task of carrying out administrative tasks of managing, developing, supervising, and providing technical services to support the educational process in education units (Law No.23 of 2003, Article 39 paragraph 1). Administration according to English is "clerical work", or "office management or record and reporting system" while in Dutch it is "administratie" which is a series of activities for collecting, recording, procuring, sending, storing various data, providing information for the benefit of offices (Amiruddin, 2017, p. 132). The performance of the School Administration Staff (TAS) needs to be

continuously improved to provide support for the continuity of education in a school, especially related to administrative services for the smooth administration of education with the peculiarities of school excellence so that it is comfortable (ergo-iconic).

## 2.2 School Administration Personnel Competence

Marwansyah (2016: 36) states that competence is a combination of expertise, skills, behavior and personal character of a person needed in achieving measurable work results referring to standard provisions, through employee development and training. According to (Adam & Kamase, 2019, p. 133) that competence is a characteristic of the knowledge, skills, expertise and behavior needed by an employee in order to carry out his duties as optimally as possible. Wibowo (2016: 324) states that competence is a person's expertise or ability in carrying out his duties based on his knowledge, skills, behavior in working according to the demands of his job.

Referring to the various expert opinions above, the author concludes that TAS competencies include competencies: personality, technical and social, which are based on knowledge, skills or skills, characteristics and work attitudes that can be implemented at work so that they are able to work professionally according to the specified standards. administrative, operational and high performance skills.

## 2.3 Standard Operating Procedure (SOP)

Standard Operating Procedures are a series of standardized written instructions regarding various processes for carrying out organizational activities, how and when they must be carried out, where and by whom they are carried out. (PERMENPANRB, 2012). Arnina (2016: 31) states that standard operating procedures are a set of written, standardized rules regarding the processing of the administrative implementation of organizational or company activities regarding who does it, how, when and where it is carried out. (Ardiana et al., 2020, p. 29) states that Standard operating procedures are documents consisting of job instructions and stages of work that will be carried out by employees at work.

**Table 2. Grid of Instruments for Implementation of Standard Operating Procedures/SOPs (X2)**

Variable	Theoretical Construct	Indicator	No. Statement	Amount	
Standard Operating Procedures / SOP (X2) Based on PERMENPAN RB No 35 of 2012	Consistent	Always implemented from time to time	1	2	
		All levels in the organization implement.	2		
	Commitment	All levels of the organization are committed to running.	3	2	
		All lines of commitment to implement	4		
	Continuous improvement	Continuous improvement	5	2	
		Effective and efficient	6		
	Tie	Each element has an important role	Bind executors to carry out according to procedures	7	2
			Implementation according to the provisions/standards	8	
			All elements carry out their roles according to the stages in each procedure	9	2
			The role of all elements in the whole process of organizing activities	10	

Variable	Theoretical Construct	Indicator	No. State ment	Amo unt
	Well documented	Well documented	11	1
		Total		11

Source: PERMENPAN RB No 35 of 2012

Referring to the various expert opinions above, the author concludes that standard operating procedures are all written, standardized rules which are a process and flow or procedure for carrying out work about who, when, and how to complete work in a systematic, consistent, easy to understand stage according to standards. which is determined.

**Table 3. Grid of Work Environment Instruments (X3)**

Variable	Theoretical Construct	Indicator	No. State ment	Amou nt
	Physical work environment			
Work Environment (X3)  According to (Nabawi, 2019) that the work environment is all things around employees that are physical and non-physical and affect the implementation of the work assigned and become their responsibilities and have an impact on increasing work enthusiasm which in the end makes employees feel satisfied with the results. worka. .	Working Environment Condition	Lighting	1	7
		Air circulation	2	
	Noise	3		
	Color	4		
	Humidity	5		
	Work Facilities	Work equipment	6	
		Infrastructure Support	7	
	Non-physical Work Environment:			
Work relationship	Harmonious working relationship or opportunities for employees to develop a career/advance		8	4
			9	
	Work atmosphere	Job security	10	
		Good communication	11	
	Total			11

Source: Nabawi, 2019

## 2.4 Work Environment

The work environment includes all objects around employees, both physical and non-physical and affects the implementation of the work assigned and becomes their responsibility and has an impact on increasing work enthusiasm which in the end makes employees feel satisfied with their work (Nabawi, 2019). & George, 2020, p. 73) states that the work environment is an environment in the physical and emotional aspects of the workplace that will encourage work commitment, increase productivity and employee satisfaction at work.

Referring to the various opinions mentioned above, the researcher concludes that the work environment is all infrastructure in the form of physical and non-physical work equipment and supplies and affects the implementation of the work that is their responsibility and contributes to increasing employee morale to work optimally in order to achieve good and satisfying performance.

## 2.5 Ergo Iconic – Service.

Hardiyansyah (2011:12) service is an activity of providing assistance, managing goods and services between one party and another. Public Service, namely the activity of providing services to the community, individuals, and organizations that have organizational needs, adjusted to the basic rules and procedures which have been determined and are intended to provide satisfaction for those who receive services.

The researcher concludes that service is the activity of providing assistance by someone to another person, intangible but beneficial for achieving satisfaction and success whose service quality is measured by comparing the expectations and reality of services obtained by service users.

According to Rooney (1994:26) Ergonomics comes from the Greek word ergo which means work while nomos means law. (Riaz et al., 2017, p. 542) "Ergonomics is a science that deals with the fit between people and their work".

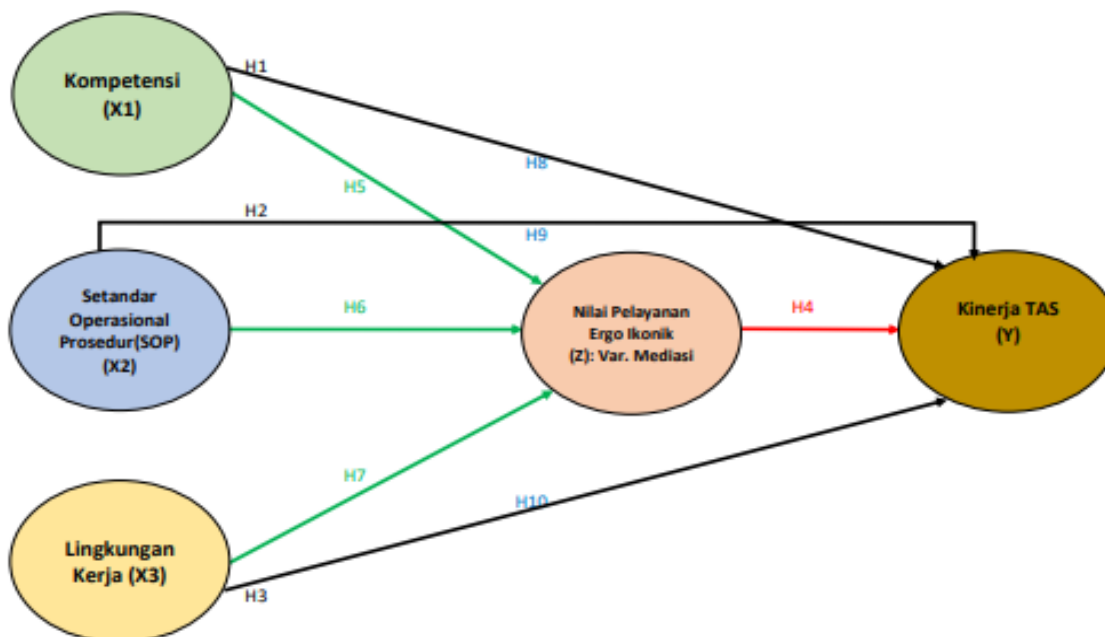
According to (Hanfan, A. 2017, p.166) Icons are symbols that have a similar appearance, easy to recognize by users. Research (Fitriani 2014) states that iconic is a sign that contains a similarity so that the sign is easy to recognize by its users. An iconic product is a product that is used as a symbol or icon, has specific properties and is used as a reminder by consumers through signs or symbols that have value. the history of acculturation, has a special symbol or sign, has a model, has various distinctive and unique motifs as a result of acculturation.

According to Andriyansyah (2018) that "The positional advantage of ergo-iconic product values is the strength to associate a comfortable impression on products that attribute uniqueness or unique resources with comfortable dimensions on functional values, comfortable on artistic values and comfortable on pleasure values. Advantages of ergo-iconic product values this has the potential to improve marketing performance".

Referring to the ergo-iconic theory (Andriyansah, 2018), the researcher concludes that the use of the iconic ergo-iconic service value in school administration services contains elements:

- a) Comfortable on Functional Values: Service development by maintaining product quality with aesthetic value so that the position of service products is superior to its competitors, with indicators that school services are able to meet overall expectations as well as service user satisfaction and optimal service performance related to elements of health, beauty, and convenience.
- b) Comfortable on Artistic Values: Service development is based on expressiveness on an object that contains artistic elements with distinctive characteristics or icons so that services are superior to other schools in the future, with indicators: Services are designed with aesthetic values, have beauty, are artistic, attractive so that it is more desirable, according to the expectations of service users, and ornaments with cultural images (according to local culture in order to create a positive image of service users for the services they receive.
- c) Comfortable on the Value of Pleasure: explicitly cannot be described, but service users display expressions of comfort, with indicators: Exclusive representation (fast, precise, comfortable service that can provide pleasure, self-expression) and Prestige symbols (comfortable, satisfying, giving respect and prestige for service users).

The framework of thinking in this research can be described in figure 1:



Source: Processed by researchers, 2022

**Figure 1. Research Thinking Framework**

**Table 4. Variable Operational Definition Table**

No	Variable	Conceptual and Operational Definition	Indicator	Scale Calculation
1	Competence (X1)	Implementing school/madrasah administration affairs must have the following competencies: Personality, Social, and Technical PERMENDIKNAS No. 24 of 2008 concerning Standards for School Administration Personnel	Personality Competence Social Competence Technical Competence	Likert scale 5,4,3,2,1
2	Standard Operational Procedure / SOP (X2)	SOP / Standard Operating Procedure is a series of standardized written instructions regarding various processes of organizing organizational activities, how and when they must be carried out, where and by whom they are carried out. (PERMENPANRB No. 35 of 2012)	Consistent Commitment Continuous improvement Bind All elements play an important role Well documented	Likert scale 5,4,3,2,1
3	Work Environment (X3)	The work environment is all objects that are around employees that are physical or non-physical which have an influence on the implementation of the work assigned and become their responsibilities and have an impact on increasing work enthusiasm which in the end makes employees feel satisfied with the results of their work (Nabawi, 2019).	Physical Environment: Lighting Air Circulation Noise Color Air Humidity Work Facilities Non-Physical Environment: Employment Relations Work atmosphere	Work Likert scale 5,4,3,2,1 Work

No	Variable	Conceptual and Operational Definition	Indicator	Scale Calculation
4	Performance (Y)	Performance related to the quality of results, quantity, timeliness, attendance at work, efficiency and effectiveness of work that can be completed Mathis and Jackson (2009:25)	Quality (Quality of output) Quantity (Quantity of output) Timeliness (Timeliness) Attendance at work (presence on the job) Efficiency and/or effectiveness of work completed)	Likert scale 5,4,3,2,1
5	Service (Z)	Service is an activity of providing assistance, preparing and managing whether it is in the form of goods or services from one party to another. Hardiyansyah (2011:12)	Quality of Service (Tangibles, Physical appearance, Reliability or reliability, Responsiveness-venness or responsiveness, Assurance or certainty Empathy	Likert scale 5,4,3,2,1
	Ergo-Iconic	“Ergo-Iconic” is a force that seeks to associate a comfortable feeling with the product attributable Distinctiveness or unique resources with comfortable dimensions on: functional value, , artistic value and pleasure value (Andriyansah, 2018)	Functional Convenient: Aggregation of service needs met Optimal service performance Comfortable on artistic value: Service model with aesthetic value Services with cultural image ornaments Comfort in the value of pleasure: Exclusive representative Prestige symbol	Likert scale 5,4,3,2,1

Source: Processed by researchers, 2022

While the research hypothesis is as follows:

- H1: Competence (X1) has a correlation with TAS Performance Improvement (Y), the higher the competency, the more TAS performance will improve
- H2: Implementation of Standard Operating Procedures (X2) has a correlation with TAS Performance Improvement (Y), the higher the SOP implementation, the more TAS performance will improve
- H3: Work Environment (X3) is correlated to Improved TAS Workforce Performance (Y), the more comfortable the work environment, the more TAS performance will be.
- H4: Ergo-Iconic Service Value Utilization (Z) has a correlation with TAS Performance Improvement (Y), where the higher the Ergo-Iconic Service Value utilization, the higher TAS performance will be.
- H5: Competence (X1), has a correlation with Ergo-iconic Service Value Utilization (Z), the higher the competency, the higher the Ergo-iconic Service Value Utilization.
- H6: SOP implementation (X2) has a correlation with Ergo-Iconic Service Value Utilization (Z), the higher the SOP implementation, the more Ergo-Iconic Service Value Utilization will increase.

- H7: The work environment (X3) has a correlation with the Ergo-Iconic Service Value Utilization (Z), where the more comfortable the work environment, the more Ergo-Iconic Service Value Utilization will increase.
- H8: Competence (X1) has a correlation with TAS Performance Improvement (Y) through the Utilization of Ergo-Iconic Service Values (Z), the higher the competency, the higher the TAS performance through the use of Ergo-Ikonic service values.
- H9: SOP implementation (X2) has a correlation with TAS Performance Improvement (Y) through the Utilization of Ergo-Iconic Service Value (Z), where the higher the SOP implementation, the higher the TAS performance through the utilization of ergo-iconic service value.
- H10: Work Environment (X3) has a correlation with Improving TAS Performance (Y) through the Utilization of Ergo-Iconic Service Values (Z), the more comfortable the work environment the more TAS performance improves through the use of Ergo-iconic service values.

### **3. Method**

#### **3.1. Research Design**

This research design uses quantitative research and is a survey research. The study has five variables, namely the independent variable: Competence (X1), Standard Operating Procedure (SOP) (X2), Work Environment (X3) and the dependent variable: Performance (Y), and the mediating variable: Ergo-iconic Service Value (Z) . The research location is all levels of SMA and SMK Negeri in Wonosobo Regency, Central Java Province. The research objects include nine SMA and eight State Vocational Schools, the research time is December 2021.

#### **3.2. Population and Sample**

Sugiyono (2012:117) states "Population is the scope of generalization, including the object of research, which has quality with a character, determined by the researcher and then studied and then a conclusion can be drawn". In this study, all members of the population become research subjects or as respondents. The population includes all school administration staff, both civil servants and non-civil servants in SMA - SMK Negeri Kab. Wonosobo as many as 165 employees.

#### **3.3. Variable Measurement**

Collecting data in this research using primary data and secondary data. The primary data of this study were collected directly by the researcher, through the distribution of questionnaires. Questionnaires were distributed to School Administration Staff (PNS and Non-PNS). The distribution of online questionnaires through Google Forms is due to the Covid-19 era with the implementation of procedures to avoid the spread of the virus through paper. Observations and interviews were conducted for additional information and data needed. Meanwhile, secondary data comes from archives/reports, or other supporting data from relevant literature books, articles or scientific journals.

#### **3.4. Analysis Techniques**

This study analyzed the data using the Structural Equation Model (SEM) method with data processing using PLS software PLS 3.0. According to Ghozali (2014:31) that the PLS approach is more suitable for prediction purposes because in the PLS approach all variance measures are useful to describe. PLS is used in causal-predictive analysis in conditions with

high complexity and low theoretical support.

According to Ghozali (2014: 36) in the path analysis model, all latent variables in PLS include: 1) Inner Model or often called a structural model, whose specifications are correlations between latent variables; 2) Outer Model or often called a measurement model, whose specifications are correlations between latent variables and indicators or manifest variables; 3) weight relations, where the case value of the latent variable is estimated.

#### 4. Results and Discussion

##### 4.1 Results

The results of the study were analyzed by two evaluations, namely the evaluation of measurement model to test the validity and reliability, as the Outer Model analysis stage and the evaluation of the structural model, namely testing the hypothesis, as the Inner model analysis stage. Data analysis technique to assess the outer model with convergent validity, convergent discriminant and composite reliability. Convergent validity, the value is based on the significance of the components of the score. The indicator is said to be reliable if the loading factor value > 0.7 to the construct being measured. In the early stages of developing the size scale, it is considered sufficient if the loading factor value is 0.5 to 0.60 (Chin, 1998). The loading factor limit of this study is 0.60. Based on the analysis, all indicators have an outer loading value above 0.60 so they are valid.

**Table 5. Outer loading value / Measurement Model**

	<b>Performance</b>	<b>Compe-tence</b>	<b>Work environment</b>	<b>Ergo-Iconic Service</b>	<b>SOP</b>
Performance1	0.851	0.771	0.870	0.721	0.874
Performance2	0.840	0.911	0.829	0.825	0.893
Performance3	0.852	0.855	0.850	0.787	0.887
Performance4	0.808	0.900	0.876	0.858	0.881

Source: Primary Data Processed by Researchers (2022)

Validity and reliability can also be seen from the reliability value of a construct and the AVE value of each construct. The construct is said to have high reliability if the value is 0.70 and AVE > 0.50. The following table presents measurements of Composite reliability and AVE.

**Table. 6. Composite Reliability dan Average Variance Extracted (AVE)**

	<b>Composite Reliability</b>	<b>Average variance Extracted/AVE</b>
Performance	0.926	0.715
Competence	0.936	0.710
Work environment	0.917	0.733
Ergo-Iconic Service	0.941	0.668
SOP	0.929	0.689

Source: Primary Data Processed by Researchers (2022)

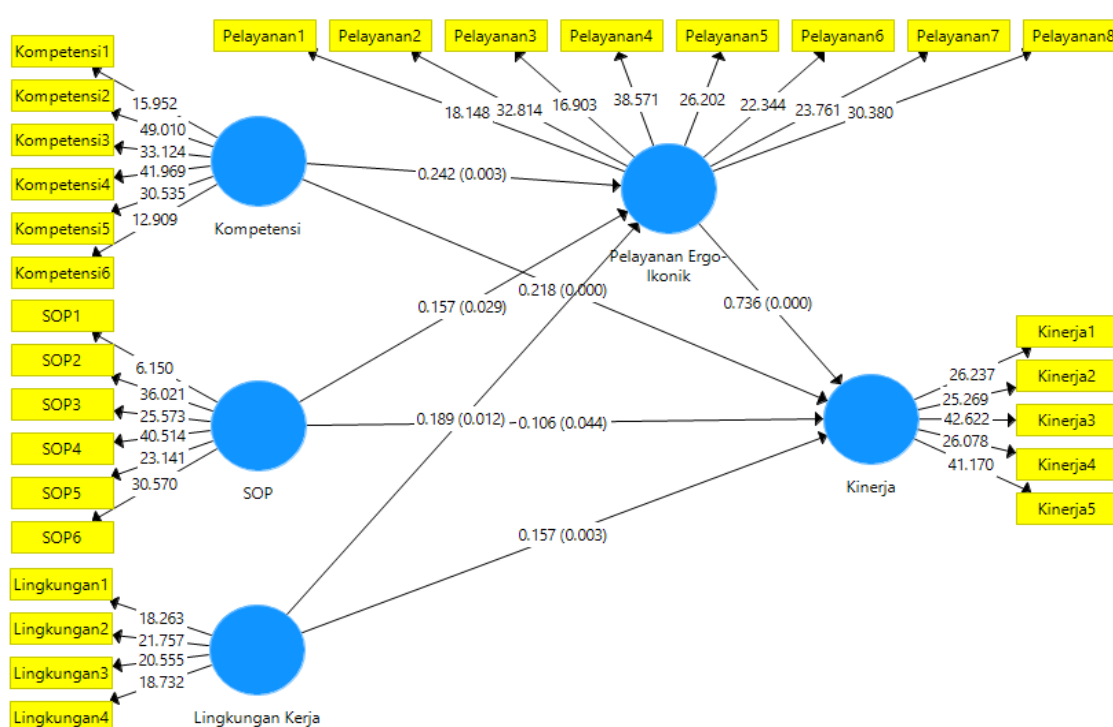
Based on the above analysis, the research construct is valid and reliable because composite reliability > 0.70 and AVE > 0.50. Measurement of the inner model by paying attention to the R-Square value for each dependent latent variable. The results of the R-Square estimation of this study are shown in the table below.

**Table 7. R-Square Value**

	<i>R-square</i>
Performance	0.764
RI	0.203

Source: Primary Data Processed by Researchers (2022)

The R-square for the Performance variable (Y) is 0.764, and the Ergo-Iconic Service Value variable (Z) is 0.203, meaning that 76.4% of the Performance variable (Y) is simultaneously influenced by competence (X1), SOP implementation (X2) and Work Environment (X3) and 20.3% ergo-iconic service variable (Z) simultaneously influenced by competence (X1), SOP implementation (X2) and work environment (X3) and performance (Y). Evaluation of the structural model or inner model is carried out by looking at the magnitude of the influence or significance between constructs to determine the correlation between constructs as measured by the t test. The following are the results of the t-test on the inner and outer models.



Source: Primary Data Processed By SEM PLS Version 3.3. (2022)

**Figure 2. Evaluation of the structural model**

Testing the partial hypothesis as a test of the significance between variables using the output value of the result for inner weight, the estimated results are shown in the following table:

**Table 8. Result for Inner Weights**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Competence → Performance	0.218	0.219	0.052	4.177	0.000
Competence → Ergo-Iconic Service	0.242	0.252	0.080	3.035	0.003

Work Environment → Performance	0.157	0.161	0.053	2.952	0.003
Work Environment → Ergo-Iconic Service	0.189	0.186	0.075	2.510	0.012
Ergo-Iconic Service → Performance	0.736	0.737	0.043	17.235	0.000
SOP → Performance	0.106	0.097	0.052	2.018	0.044
SOP → Ergo-Iconic Service	0.157	0.164	0.072	2.184	0.029

Source: Primary Data Processed by Researchers (2022)

The estimated value in the path relationship in the structural model on the estimated path coefficient is obtained through the bootstrapping procedure. The Bootstrap value is said to be significant if the t statistic value is above 1.645 (significance level 5%, one tail test) or 1.96 (significance level 5% two tail test) for each path link. This study uses a significance limit of 5% level one tail test (temporary suspicion there is a positive/significant correlation), t-statistics are expected to be above 1.645 so that the hypothesis is answered.

Based on the bootstrapping procedure in testing the partial hypothesis, the results show that Competence, SOP implementation and work environment directly have a positive and significant correlation with increasing TAS performance; Utilization of Ergo-iconic Service Values directly has a significant correlation for improving the performance of TAS SMA–SMK N in Kab. Wonosobo; Competence, SOP Implementation and Work Environment directly have a significant correlation to the Use of Ergo-iconic Service Values.

The path coefficient shows the significance between constructs, as can be seen from the t-test of bootstrapping. Path analysis for calculating direct effect, indirect effect and total effect.

The direct influence on the hypothesis testing of this study shows that:

- H1: Competence (X1) has a correlation with TAS Performance Improvement (Y), the higher the competence, the higher the TAS performance. The results of the analysis show that the path coefficient value is 0.218 and the t-value is 4.177 and the p-value is 0.000, where the p-value is <0.05. This means that the first hypothesis is accepted.
- H2: Implementation of Standard Operating Procedures (X2) has a correlation with TAS Performance Improvement (Y), the higher the SOP implementation, the more TAS performance will be. The path coefficient value is 0.106, the t-value is 2.018 and the p-value is 0.044. The P-value < 0.05. It means that the implementation of SOP has a positive and significant correlation with increasing TAS performance, so the second hypothesis is accepted.
- H3: Work Environment (X3) correlates with Improved TAS Workforce Performance (Y), the more comfortable the work environment will increase TAS performance. The value of the path coefficient is 0.157, the t-value is 2.952 and the p-value is 0.003. The P-value <0.05, meaning that the work environment has a positive correlation with the increase in TAS performance, thus the third hypothesis is accepted.
- H4: Utilization of Ergo-Iconic Service Value (Z) has a correlation with TAS Performance Improvement (Y), the higher the utilization of Ergo-Iconic Service Value, the higher TAS performance. The value of the path coefficient is 0.736, the t value is 17.235, the p-value is 0.000. The P-value <0.05 means that the utilization of the ergo-iconic service value has a positive and significant correlation to the increase in TAS performance, so the fourth hypothesis is accepted.

H5: Competence (X1), has a correlation with Ergo-iconic Service Value Utilization (Z), the higher the competency, the higher the Ergo-iconic Service Value Utilization. The path coefficient value is 0.157, the t-value is 2.95.2, the p-value is 0.003. This means that competence has a significant and positive correlation with the use of ergo-iconic service values, so the fifth hypothesis is accepted.

H6: SOP implementation (X2) has a correlation with Ergo-Iconic Service Value Utilization (Z), the higher the SOP implementation, the more Ergo-Iconic Service Value Utilization increases. The path coefficient value is 0.242, the t-value is 3.035 and the p-value is 0.003. P-value <0.05 means that SOP implementation has a significant correlation with the utilization of ergo-iconic service values, the sixth hypothesis is accepted.

H7: The work environment (X3) has a correlation with the Ergo-Iconic Service Value Utilization (Z), the more comfortable the work environment, the higher the Ergo-Iconic Service Value Utilization. The path coefficient value is 0.189, the t value is 2.510 and the P value is 0.012. P-value < 0.05. It means that the work environment has a significant correlation with the utilization of the ergo-iconic service value, so the seventh hypothesis is accepted.

Indirect hypothesis testing, the results are as shown in the following table:

Table 9. Indirect effect between dependent and independent variables

	Original sample (O)	Sample Mean (M)	Standar Deviation (STDEV)	T Statistik ( O/STDEV )	P-Value
Competence → Ergo-Iconic Service → Performance	0.178	0.185	0.056	3.180	0.002
Work Environment → Ergo-Iconic Service → Performance	0.139	0.137	0.055	2.511	0.012
SOP → Ergo-Iconic Service → Performance	0.101	0.121	0.055	2.103	0.036

Source: Primary Data Processed by Researchers (2022)

Competence, SOP implementation and work environment mediated by the use of ergo-iconic service values have an indirect effect which results in smaller performance improvements than the direct effect. This means that the variable using the value of the iconic ergo service has a higher direct effect than the indirect effect, so it does not mediate for the improvement of TAS performance. The description of the test results are as follows:

H8: Competence (X1) has a correlation with TAS Performance Improvement (Y) through the Utilization of Ergo-Ikonic Service Values (Z), the higher the competence, the higher the TAS performance through the use of Ergo-Ikonic service values. The path coefficient value is 0.178, the t value is 3.180 and the p-value is 0.02. This means that the indirect effect of correlation or its significance is smaller than the direct effect.

H9: SOP implementation (X2) has a correlation with TAS Performance Improvement (Y) through the Utilization of Ergo-Iconic Service Value (Z), the higher the SOP implementation, the higher the TAS performance through the utilization of ergo-iconic service value. The path coefficient is 0.101 . t-value 2.103 and p-value 0.036; This means that the indirect effect of correlation or significance is smaller than the direct effect

H10: Work Environment (X3) has a correlation with Improving TAS Performance (Y) through the Utilization of Ergo-Iconic Service Values (Z), the more comfortable the work environment the more TAS performance improves through the use of Ergo-iconic

service values. The path coefficient value is 0.139, the t-value is 2.511 and the p-value is 0.012; This means that the indirect effect of correlation or significance is smaller than the direct effect.

## 5. Discussion

1. When competency (X1) has a positive and significant correlation with TAS Performance Improvement (Y), so that the first hypothesis is accepted, the higher the competency, the higher the TAS performance will be. This result is in accordance with the opinion of Manullang et al (2020) "the higher the competence of the employee, the higher the performance". These results are in line with the results of research conducted by Syahrums et al, (2016) that "Effect of competence, organizational culture and climate of organization to the organizational commitment, job satisfaction and the performance of ...". So it can be concluded that there is a positive and significant correlation between the Competence and Performance Improvement of School Administration Personnel.
2. At the time of SOP implementation, there was a positive and significant correlation with the improvement of TAS performance. The higher the implementation of SOP (X2), the more the performance of TAS (Y). Budiharjo (2014) also states that Standard Operating Procedures are regulatory software to regulate procedures or work stages. Tathagati (2014:1) SOP is a document that includes a description of activities that are operationally carried out at work every day, the aim is that the work is carried out correctly, the consistency is high, the results are adjusted to the provisions of the standard. Referring to the description above, it can be concluded that there is a correlation between the implementation of the SOP and the improvement in the performance of the School Administration Personnel.
3. There is a positive correlation between the work environment and the increase in the performance of school administrative staff. So this is also in line with the research that has been done by Sedarmayanti (2014) which states that the work environment is all equipment and supplies around employees, how they work, and the actualization of work results either individually or as part of a group. neat will be able to provide work comfort so that employees feel at home, comfortable and more optimal in the use of time to work better because they feel calm, there is coolness, order, security, and comfort working in their work environment.
4. There is a positive and significant correlation or influence between Ergo-Ikonic Services on TAS performance. Research Andriyansah et al. (2020), states the value of ergo-iconic services as a mediator to provide impetus for increasing hotel marketing performance.
5. Boediono (2003) said that service is a procession of providing assistance to other parties using a method and needs to be sensitive and the establishment of interpersonal communication in order to be able to create satisfaction and success. and not profit oriented. Schools are organizations that provide public services for people who use educational services, they should try to carry out optimal service activities so that service users are satisfied. Referring to the description above, it can be concluded that there is a positive correlation between TAS competence on the use of ergo-iconic service values in schools.
6. According to Hardiyansyah (2011), service is the activity of providing assistance and managing goods and services from one party to another. Meanwhile, public service is the activity of providing services to the community, individuals, and organizations for

organizational purposes, adjusted to the basic regulations and procedures determined and intended for the satisfaction of the party receiving the service. Consumer satisfaction with service quality is a comparison of the services they receive with the services they expect. Referring to the description above, it can be stated if there is a significant correlation between the implementation of SOPs on the utilization of ergo-ionic service values.

7. According to Byrne (2015) that employees who work and contribute to the organization are physically, emotionally and cognitively trying to satisfy customers by providing optimal service. Based on the description above, it can be concluded that there is a positive and significant correlation between the work environment and the use of ergo-ionic service values.
8. Based on the results of testing the eighth hypothesis, competence has a greater direct correlation to improving TAS performance than the indirect effect if mediated by the use of ergo-ionic service values. This means that the utilization of ergo-ionic service value is not a mediator variable for improving TAS performance.
9. The results of testing the ninth hypothesis, SOP implementation (X2) has a greater direct effect on improving TAS performance than if mediated by the use of ergo-ionic service values. This means that the use of the ergo-ionic service value (Z) does not mediate the implementation of the SOP on the performance of TAS performance improvement. This means that the implementation of SOP (X2), has a significantly lower correlation to the increase in TAS Performance (Y) if mediated by the Utilization of Ergo-Ionic Service Values (Z),
10. When the ergo-ionic service value utilization variable is not a mediating variable the influence of the independent variable. This means that the Work Environment (X3) has a lower correlation for TAS Performance Improvement (Y) if it is mediated by Ergo-Ionic Service Value Utilization (Z).

Based on the description above, competence, implementation of SOPs and work environment have a smaller correlation with increasing TAS performance (Y) if mediated by the use of ergo-ionic service values (Z) than direct influence. This means that the variable utilization of Ergo-ionic service value (Z) is not a mediator variable for Competence, SOP Implementation, Work Environment on improving TAS Performance (Y).

## **5. CONCLUSIONS AND SUGGESTIONS**

### **5.1 Conclusion**

Based on the results of the analysis and hypothesis testing of this study, it can be concluded that competence, SOP implementation, work environment and the use of ergo-ionic service values directly have a positive and significant correlation with increasing TAS performance in SMA-SMK Negeri in Wonosobo Regency. Competence, SOP implementation, work environment have a positive and significant correlation with the utilization of the ergo-ionic service value. Meanwhile, if mediated by the ergo-ionic service value utilization variable, competence, SOP implementation, work environment has a positive correlation and is significantly smaller than the overall effect. The use of ergo-ionic service values is able to encourage increased TAS performance at SMA – SMK N in Wonosobo Regency because by utilizing the ergo-ionic service value, TAS school services are able to meet overall expectations as well as service user satisfaction and optimal service performance related to health elements, beauty and comfort. Service development is based on the expressiveness of certain artistic objects with school characteristics or icons,

attractive and more desirable so that they are superior to other schools. Ornaments with local cultural images will create a positive image, satisfy service users for convenience and exclusive representation with fast, precise service, so that The overall needs of school service users can give respect to service users so that their prestige is fulfilled.

## 5.2 Practical / Theoretical Implications

1. Competence has a positive and significant correlation with the improvement of TAS performance at state high schools in Kab. Wonosobo, where the higher the competence, the higher the performance of TAS.
2. The implementation of the SOP has a positive and significant correlation for Improving the Performance of TAS, where if the implementation of the SOP is increasing, it will further improve the TAS Performance of SMA – SMK Negeri in Wonosobo Regency.
3. The work environment has a positive and significant direct correlation to the improvement of TAS performance in state high schools in Kab. Wonosobo, where the more comfortable the work environment, the more TAS performance will be.
4. Utilization of Ergo-Ikonic Service Values has a positive and significant correlation to TAS Performance Improvement in SMA and SMK N in Kab. Wonosobo, where the higher the ergo-iconic Service Value Utilization, the higher the TAS performance will be.
5. Competence has a positive and significant correlation with Ergo Iconic Service Value Utilization, where the higher the competency, the higher the Ergo-iconic Service Value Utilization.
6. The implementation of the SOP has a positive and significant correlation with the Utilization of Ergo-iconic Service Values, where the higher the SOP implementation will increase the utilization of the Ergo-iconic service value.
7. The Work Environment has a positive and significant correlation with the Utilization of Ergo-Iconic Service Values, the more comfortable the work environment will further increase the Ergo-iconic Service Value Utilization.
8. Competence has a smaller positive and significant correlation to TAS Performance Improvement if it is mediated by the use of ergo-iconic service value than direct influence.
9. SOP implementation has a smaller positive and significant correlation with increasing TAS performance if it is mediated by the use of the iconic Ergo Service Value than the direct effect.
10. The work environment has a smaller indirect correlation to the Performance Improvement of School Administrative Personnel if it is mediated by the Utilization of Ergo-Iconic Service Values.

## 5.3 Limitations of Research and Advice

1. This research was conducted on school administrators at public high schools in Wonosobo Regency and may not be generalized to other schools so it is possible that the results of this study would be different if carried out in schools in a wider scope, not only in public schools and not only in public schools. one district.
2. The ergo-iconic service value utilization variable can be developed in research related to HR management with the support of related theoretical substances.
3. Referring to the discussion above, the researcher provides suggestions for the development of knowledge or for practical purposes, as follows:

4. This study analyzes the correlation of Competence, Implementation of SOPs, Work Environment and Utilization of Ergo-Ikonic Service Values to Improve the Performance of School Administration Personnel. The author suggests that it can be explored and analyzed on other variables that are correlated to the Performance and Utilization of Ergo-Iconic Service Values.
5. The results of this study are expected to be useful for TAS Performance Improvement as an evaluation material to further improve technical competence related to ICT mastery, apply more SOPs at work, pay more attention to the work environment and make more use of the value of ergo-iconic services so that optimal performance in typical comfortable service activities with the advantages of the school to meet expectations and satisfy and give respect and prestige to service users.
6. The results showed that TAS Performance Improvement was influenced by Competence, SOP Implementation, Work Environment and Utilization of Ergo-iconic Service Values so that the School in the division of tasks should be adjusted to the competence of its employees, directing employees to always apply SOPs at work, making more use of the iconic Ergo service value. with the support of a safe and comfortable work environment.
7. Department of Education and Culture Prov. Central Java through the Regional IX Education Office Branch should strive to improve TAS competence through training and technical guidance activities to improve TAS competence.
8. For the next researcher: in order to be able to explore and develop research in the field of HR Management related to the Ergo-iconic Service Value Utilization variable.

## 6. References

- Adam, F., & Kamase, J. (2019). The effect competence and motivation to satisfaction and performance. *International Journal of Scientific and Technology Research*, 8(3), 132–140.
- Akinwale, O. E., & George, O. J. (2020). Work environment and job satisfaction among nurses in government tertiary hospitals in Nigeria. *Rajagiri Management Journal*, 14(1), 71–92. <https://doi.org/10.1108/ramj-01-2020-000>.
- Amiruddin. (2017). Kinerja Pegawai Tata Usaha dengan Mutu Layanan Administrasi. *Jurnal Kependidikan*, 7(1), 126–145. <http://ejournal.radenintan.ac.id/index.php/idaroh/article/download/2254/1685>
- Andriyansah (2018). *Keunggulan Posisional Nilai Produk Ergo-Ikonik untuk Meningkatkan Kinerja Pemasaran*. Disertasi. Universitas Diponegoro, Semarang.
- Andriyansah, A., Fatimah, F., Hidayah, Z., & Daud, A. (2020). Meningkatkan kinerja pemasaran hotel dengan memanfaatkan nilai pelayanan ergo-ikonik. *JBMP (Jurnal Bisnis, Manajemen dan Perbankan)*, 6(1), 63-68. <https://journal.umsida.ac.id/index.php/jbmp/article/view/438>
- Anshari, A. R. I., Mus, A. R., & Serang, S. (2019). Pengaruh Kompetensi, Motivasi Kerja, dan Lingkungan Kerja Terhadap Kinerja Karyawan pada PT Datascrip Cabang Makassar. *PARADOKS : Jurnal Ilmu Ekonomi*, 2(3), 47–56.
- Armina. (2016). *Langkah-Langkah Efektif Menyusun SOP (Standard operating Procedure) Procedures*. Depok: Huta Publisher
- Budihardjo, M. (2014). *Panduan Praktis Menyusun SOP*. Jakarta: Raih Asa Sukses
- Boediono. (2003). *Pelayanan Prima Perpajakan*. Rineka Cipta: Jakarta.

- Dissanayake, S. (2019). Strategic Planning and Organization Performance: A Review on Conceptual and Practice Perspectives. *Archives of Business Research*, 7(6), 171–180. <http://dx.doi.org/10.14738/abr.76.6684>.
- Djuhartono, Tjipto; Ariwibowo, Prasetio; Alhamidi, Lubban Anwari. (2021). Implementation of Total Quality Management (TQM) on Teaching Factory (TEFA) Vocational Middle School in Bogor District. *Tarbawi: Jurnal Keilmuan Manajemen Pendidikan*, [S.I.], v. 7, n. 02, p. 269-282, nov. 2021. ISSN 2621-9549. Available at: <<http://103.20.188.221/index.php/tarbawi/article/view/4847>>. Date accessed: 18 june 2022. doi: <http://dx.doi.org/10.32678/tarbawi.v7i02.4847>.
- Fornell, C dan Larcker, D, (1981). "Evaluating Structural Equation Models with Unobservable Variable and Measurement Error". *Journal of marketing Research* 18.39-50
- Fitriani, L. K. (2014). Produk ikonik akulturatif. Disertasi Program Doktor Ilmu Ekonomi Bidang Kajian Manajemen Pemasaran Universitas Diponegoro. Semarang, Indonesia : Penerbit Pustaka Magister
- Ghozali, Imam, (2014). Structural Equation Modeling, Metode Alternatif dengan Partial Least Square (PLS). edisi 4, Semarang : Badan Penerbit Universitas Diponegoro.
- Hardiyansyah, 2011. Kualitas Pelayanan Publik. Yogyakarta: Gava Media.
- Hidayattulloh, M., & Ridwan, M. (2019). Pengaruh Standar Operasional Prosedur (Sop) Dan Pengawasan Terhadap Kinerja Karyawan Pada Pt. Yusen Logistics Solutions Indonesia. *El-Arbah: Jurnal Ekonomi, Bisnis Dan Perbankan Syariah*, 3(02), 71–83. <https://doi.org/10.34005/elarbah.v3i02.1053>
- Mahmudi (2015), Manajemen Kinerja Sektor Publik Edisi Kedua. Yogyakarta: UPP STIM
- Manullang, A. K., Puspa, T., & Wardini, A. K. (2020). Pengaruh Kompetensi Dan Penempatan Kerja Terhadap Kinerja Pegawai Negeri Sipil di Kabupaten Tapanuli Tengah. *Jurnal Makro Manajemen*, 5(2), 107–119.
- Marwansyah, 2016. Manajemen Sumber Daya Manusia. Bandung: Alfabeta
- Mathis, R.L.: Jackson, J.H. (2009). Human Resource Management. Mason, OH, USA: south-western Cengage Learning
- M. Deni Hadiansah, D. (2021). *Membaca Perspektif Balanced Scorecard ( BSC ) (1st ed.)*. Bandung: Yayasan Azka Hafidz Maulana. *embaca Perspektif Balanced Scorecard ( BSC )*
- M. Budiharjo, 2014. *Menyusun SOP*, Jakarta
- Nabawi, R. (2019). The Influence of Work Environment, Job Satisfaction and Workload on Employee Performance. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(2), 170–183.
- Nursalam. (2017). *Metodologi Penelitian Ilmu Keperawatan*.
- Nursam, N. (2017). Manajemen Kinerja. *Kelola: Journal of Islamic Education Management*, 2(2), 167–175. <https://doi.org/10.24256/kelola.v2i2.438>
- Peraturan Menteri pendidikan Nasional republic Indonesia Nomor 24 tahun 2008 Tentang Standar Tenaga Administrasi Sekolah/Madrasah
- PERMENPANRB. (2012). Pedoman Penyusunan Standar Operasional Prosedur. PERMENPAN Nomor 35 Tahun 2012 Tentang Pedoman Penyusunan Standar Operasional Prosedur Administrasi Pemerintahan, 3–4.
- Pradnyana, M. A. W., & Agung, A. A. P. (2018). THE EFFECT OF COMPETENCE The Effect f Competence n Employes Performance With Physical And eadership Work Environment As Moderating Variables On CV Bhuana Garment Denpasar. *Ijsegce*, 2(1), 39–47.

- Ratminto dan Winarsih, Atik Septi. (2005). *Manajemen Pelayanan*, Yogyakarta:Pustaka Pelajar.
- Raheja, A., Mishra, S., Garg, K., Katiyar, V., Sharma, R., Tandon, V., ... & Kale, S. S. (2021). Impact of different visualization devices on accuracy, efficiency, and dexterity in neurosurgery: a laboratory investigation. *Neurosurgical Focus*, 50(1), E18.
- Riaz, A., Shoab, U., & Shahzad, M. (2017). Workplace Design and Employee's Performance and Health in Software Industry of Pakistan. *International Journal of Advanced Computer Science and Applications*, 8(5), 542–548. <https://doi.org/10.14569/ijacsa.2017.080567>
- Rooney, J. (1994). "Ergonomics in Academic Libraries". *Library Management*. Volt.15.Issue:1, pp.26-35
- Sedarmayanti (2009). *Sumber Daya Manusia dan Produktivitas Kerja*. Bandung: CV. Mandar Maju
- Sedarmayanti. (2014). *Sumber Daya Manusia dan Produktivitas Kerja*. Jakarta: Mandar Maju
- Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia: reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. Edisi Revisi, Refika Aditama, Bandung.
- Setiawan Sobur. (2020). *Tutoris! Analisa Partial Model Persamaan Struktural Dengan Software SMART-PLS Versi 3*. Edisi pertama. Doha
- Sobirin, A. (2019). *EKMA5320 – Manajemen Kinerja – Perpustakaan UT*. In Universitas Terbuka (4th ed.). Universitas Terbuka.
- Shodiqin, Shodiqin, and Srimindarti, Ceacilia. (2015). Pengaruh Kompetensi dan Komitmen Organisasional terhadap Kinerja Guru yang Dimoderasi oleh Iklim Rganisasi pada Mi Sekecamatan Winong Kabupaten Pati (Studi Kasus pada Guru-guru Mi Sekecamatan Winong Kabupaten Pati). *Seminar Nasional Multi Disiplin Ilmu Unisbank 2015, Semarang, Indonesia*, Stikubank University,
- Sugiyono, (2012). *Metode Penelitian Kuantitatif, Kualitatif dan R &D*, Cet.17, Bandung: Penerbit Alfabeta
- Sugiyono (2014). *Metode penelitian Pendekatan Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta
- Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif, R&D*. Bandung : CV.Alfabeta
- Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*, Bandung: Alfabeta
- Suyitno, S. (2017). Effect of Competence, Satisfaction and Discipline on Performance of Employees in the Office of Women Empowerment and Family Planning of West Papua. *Asian Social Science*, 13(5), 144. <https://doi.org/10.5539/ass.v13n5p144>
- Tambunan M. Rudi, (2013). *Pedoman Penyusunan Standar Operating Prosedur*, Edisi 2013, Penerbit Maiseta
- Tathagati, A. (2014). *Step by Step Membuat SOP*, Jakarta: EVATAPUBLISHING
- Valentina, R., Maisyaroh, M., & Kusumaningrum, D. E. (2018). Hubungan Kompetensi Dan Motivasi Kerja Dengan Kinerja Tenaga Administrasi Sekolah. *Jurnal Administrasi Dan Manajemen Pendidikan*, 1(1), 79–86. <https://doi.org/10.17977/um027v1i12018p79>.
- W.W. Chin,(1998). *The Partial Least Squares approach to structural equation modelling*. *Mod Meth.Bus.Res.*295,2 (1998), 295-336.(29)