
Optimizing Employee Performance: The Impact of Islamic Values, Skills, and Motivation in DPMPTSP Padang

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Abstract: *This research investigates how Islamic values, skills, and motivation affect employee performance. The motivation behind this study stems from issues like the inadequate application of Islamic values, employee negligence, and a lack of self-motivation in the workplace. The focus is on the employees of the Investment and Integrated One-Stop Service Agency (DPMPTSP) in Padang City. Using a quantitative approach, the study involves all 55 employees at DPMPTSP Padang City, using the saturation sampling technique and SPSS for data analysis. The findings are as follows: Islamic values (X1) don't significantly impact employee performance due to limited integration into the organizational culture. Skills (X2), on the other hand, significantly improve performance by maintaining consistent skills through training. Work motivation (X3) also significantly boosts performance by offering equal growth opportunities to all employees. This research provides insights into what influences employee performance at DPMPTSP Padang City, highlighting the importance of work capability and motivation while suggesting ways to enhance Islamic values integration in the organization.*

Introduction

In today's highly competitive era, human resources are a vital asset and a driving factor in advancing the vision and mission of organizations, whether they are private companies or government agencies. Every employee in an organization always expects improvement, both materially and spiritually, which closely relates to their performance (Aulia Soffa, et al., 2019). Therefore, human resource management cannot be separated from the employees who are expected to excel in achieving the organization's predetermined goals.

The organization's goals can be achieved through good performance by all employees, where they fulfill the job requirements set by the organization. Performance is the actual behavior exhibited by individuals in their work roles, carried out by employees in their roles in the organization. Performance is crucial for an organization because it determines its effectiveness and reflects the success of managers in managing the organization and its human resources (Pusparani, 2021). Performance signifies the results achieved by employees in line with their job responsibilities. It indicates how effectively an employee completes their assigned tasks (Mangkunegara, 2017), and it reflects their contributions to the organization.

One of the factors contributing to employee performance improvement is Islamic values (Suripto, 2016). Islamic values, as described by Padmawati, encompass characteristics found in the Quran that promote positive behaviors for individuals, helping them lead fulfilling lives in both this world and the hereafter (Suherman, 2018). These values aim to support teamwork, cooperation, and personal development within the Islamic framework. Essentially, Islamic values guide individuals toward a righteous way of life (Musrin, 2004). Islamic values are essential in an organization to instill a high commitment among employees to achieve the organization's goals. The application of Islamic values plays a crucial role in shaping better behavior and responsibility in completing tasks. Behavior formed through Islamic organizational culture leads to better organizational effectiveness.

According to Mathis & Jackson, discussing employee performance cannot ignore various factors, including ability and motivation (Widodo, 2015). Sutrisno defines capability or skill as a fundamental individual characteristic linked to job outcomes (Sutrisno, 2009). According to Keith Davis, psychological ability encompasses both potential (IQ) and actual abilities (knowledge + skills). Employees with above-average IQs, appropriate education for their roles, and the skills to excel can achieve optimal performance (Mangkunegara, 2011). Employee work capability reflects the potential achievement that an organization can attain. This capability results from the application of knowledge and skills possessed by employees. Work capability involves efforts to enhance all activities, starting from planning to program implementation, directing employees toward the company's objectives, regardless of individual desires (Santoso, 2019).

In addition to work capability, performance is influenced by motivation. Yusuf (2015) describes motivation as a driving force or impetus. Motivation is granted to employees, especially subordinates or followers, to inspire them to work efficiently, aligning their goals with those of the organization. Motivation catalyzes for employees to showcase their abilities. Edwin B. Flippo characterizes work motivation as a skill that guides employees and organizations to work effectively, aligning employee expectations with organizational goals (Suhendra and Murdiyah, 2006). Providing motivation is crucial for employees because it serves as a driving force for them to demonstrate their abilities at work. Offering proper motivation can increase employee productivity, contributing to organizational advancement. Employee productivity, in turn, benefits the organization, and this can be achieved by fulfilling employee needs and meeting their expectations, such as providing rewards like salaries and recognizing their achievements (Dila and Zusmawati, 2020). To provide motivation effectively, organizations must understand the characteristics of their employees.

Motivation strategies may vary since each employee has a distinct personality. The goal of motivating employees is to enhance their performance, fostering responsibility, loyalty, discipline, and professionalism in their work. The provision of work motivation fits within Maslow's hierarchy of needs, which encompasses physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. Meeting these needs can lead to employee satisfaction, automatically boosting their performance.

These principles apply to government agencies, which strive to provide excellent service to the public, such as the Investment and Integrated One-Stop Service Agency (DPMPTSP) in Padang City. DPMPTSP is a government institution tasked with providing licensing services directly related to the public. Its goal is to facilitate citizens' efforts in obtaining permits, including business licenses (Nurlaila, 2018). Initial observations of DPMPTSP revealed several issues. First, there has been a decline in the application of Islamic values in the organizational culture since the onset of the COVID-19 pandemic. Previously, activities like reading the Asmaul-Husna, monthly religious gatherings, and group recitations were routinely practiced by employees. Second, a small percentage of employees neglected their job responsibilities, affecting the organization's ability to achieve its goals, vision, and mission. This issue is related to employees' work capability. Third, some employees showed signs of reduced motivation to enhance their knowledge at work, along with a lack of punctuality in fulfilling their work responsibilities.

In today's fiercely competitive era, human resources stand out as a crucial asset and a driving force behind the realization of an organization's vision and mission. This holds whether we consider private companies or government agencies. Every employee within an organization aspires for personal and professional growth, a desire that is deeply intertwined with their performance (Aulia Soffa, et al., 2019). Consequently, effective human resource management becomes indispensable as it strives to cultivate employees who can excel in achieving the predetermined goals of the organization. However, while the literature emphasizes the individual significance of Islamic values, work capability, and motivation, there remains a notable research gap in understanding how these factors collectively interact and impact employee performance, especially within government agencies such as the Investment and Integrated One-Stop Service Agency (DPMPTSP). Despite their recognized importance, few studies have comprehensively explored their interrelationships and their combined effects on employee performance within the specific context of public service.

This research gap raises essential questions concerning the synergy of these factors, variations in their impact within government organizations, the role of organizational culture, practical interventions, and the measurement of employee performance in such settings. Filling this research gap is essential for government agencies aiming to optimize employee performance and fulfill their mission of providing efficient and quality services to the public, while also contributing valuable insights to the broader field of organizational behavior and management.

Research Methods

The study was conducted at the Investment and Integrated One-Stop Service Agency

(DPMPTSP) in Padang City, West Sumatra. It adopted an explanatory research design with a quantitative approach. The research aimed to explore relationships and provide explanations for observed phenomena.

The research population comprised all employees working at the DPMPTSP office in Padang City, totaling 55 individuals. To ensure a comprehensive representation, the study utilized a saturated sampling technique, meaning the entire population was included as the sample. Data collection primarily relied on the administration of questionnaires to the selected sample group. These questionnaires sought to gather information on various aspects related to the research variables. Subsequently, data analysis was conducted using the statistical software SPSS.

Result And Discussion

Validity and Reliability Test

Table 1. Validity Test

Variable	Item	r value	r table	Explanation
Islamic Values	X1.1	0,629	0,265	Valid
	X1.2	0,769	0,265	Valid
	X1.3	0,693	0,265	Valid
	X1.4	0,361	0,265	Valid
	X1.5	0,529	0,265	Valid
	X1.6	0,750	0,265	Valid
	X1.7	0,640	0,265	Valid
Skills	X2.1	0,632	0,265	Valid
	X2.2	0,855	0,265	Valid
	X2.3	0,848	0,265	Valid
	X2.4	0,721	0,265	Valid
	X2.5	0,825	0,265	Valid
	X2.6	0,828	0,265	Valid
	X2.7	0,886	0,265	Valid
Motivation	X3.1	0,748	0,265	Valid
	X3.2	0,730	0,265	Valid
	X3.3	0,790	0,265	Valid
	X3.4	0,843	0,265	Valid
	X3.5	0,742	0,265	Valid
	X3.6	0,878	0,265	Valid
	X3.7	0,832	0,265	Valid
Employee Performance	Y.1	0,849	0,265	Valid
	Y.2	0,820	0,265	Valid
	Y.3	0,865	0,265	Valid
	Y.4	0,878	0,265	Valid
	Y.5	0,829	0,265	Valid
	Y.6	0,793	0,265	Valid
	Y.7	0,743	0,265	Valid

Source: Data Processed, 2023

Based on the SPSS calculation results in the table above, it shows that from testing the validity of all items the calculated r-value > r table = 0.265. So that the items in the questionnaire are valid and can be used as a reference for research.

Table 2. Reliability Test

Variable	Alpa Croncbach	Crisis Value	Result
Islamic Values	0,742	0,60	Reliable
Skills	0,903	0,60	Reliable
Motivation	0,898	0,60	Reliable
Employee Performance	0,919	0,60	Reliable

Source: Data Process, 2023

The results of the analysis in the table above show that the variables of Islamic values, skills, motivation, and employee performance have a Chronbach Alpha coefficient greater than 0.60 so it can be said that all measurement concepts The variables used in this research are reliable.

Classic assumption test

Table 3. Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		55
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	2,07961647
Most Extreme Differences	Absolute	,120
	Positive	,078
	Negative	-,120
Kolmogorov-Smirnov Z		,892
Asymp. Sig. (2-tailed)		,404

a. Test distribution is Normal.
b. Calculated from data.

Source: Data Process, 2023

The normality test results can be seen in the table above, The Kolmogorov-Smirnov significance probability value of 0.404 is greater $\alpha = 0.05$, meaning that the data is normally distributed, and this regression model satisfies the normality test.

Table 4. Multicollinearity Test

Model	Coefficients				Collinearity Statistics		
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
	B	Std. Error	Beta				
(Constant)	1,307	3,894		,336	,739		
Islamic Values	-,011	,139	-,007	-,078	,938	,736	1,359
Skills	,358	,088	,389	4,060	,000	,578	1,730
Motivation	,614	,102	,564	6,010	,000	,603	1,658

a. Dependent Variable: Employee Performance

Source: Data Process, 2023

From the table above it is known that the tolerance value of the independent variables is Islamic values $0.736 > 0.1$, skills $0.578 > 0.1$, motivation $0.603 > 0.1$ and VIF Islamic values $1.359 < 10$, skills $1.730 < 10$, motivation $1.658 < 10$. Thus there are no symptoms of multicollinearity or no relationship between the independent variables.

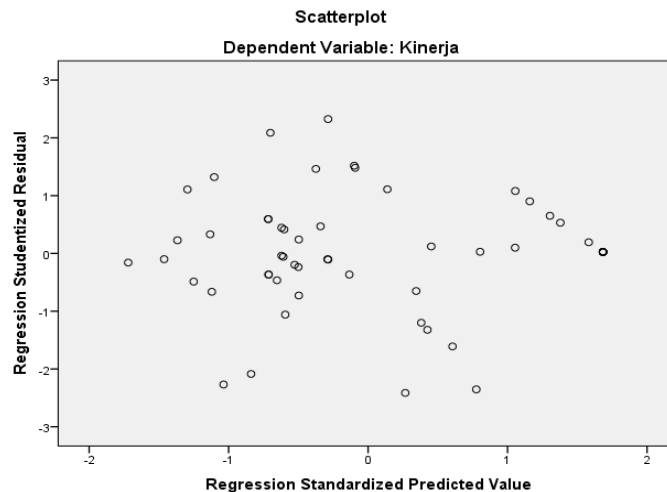


Figure 1. Heteroscedasticity Test

Source: Data Process, 2023

Based on the results of the scatter plot output in the image above, it can be seen that the points do not form a clear pattern, and the points are spread above and below the number 0 on the X and Y axes. So it can be concluded that there is no heteroscedasticity problem in the regression model.

Multiple Linear Regression Test

Table 5. Multiple Linear Regression Test

Model	Coefficients		t	Sig.	
	Unstandardized Coefficients	Standardized Coefficients			
	B	Std. Error			Beta
(Constant)	1,307	3,894	,336	,739	
Islamic Values	-,011	,139	-,007	,938	
Skills	,358	,088	,389	4,060	,000
Motivation	,614	,102	,564	6,010	,000

a. Dependent Variable: Employee Performance

Source: Data Process, 2023

$$Y = 1,307 - 0,011 + 0,358 + 0,614$$

Based on the data analysis model above, it can be concluded that the direction of the relationship between the independent variable and the dependent variable is positive or negative which will be explained as follows:

1. A fixed value of 1.307 indicates that when Islamic values, skills, and motivation are all at zero, the employee's performance score remains at 1.307.
2. The regression coefficient for the Islamic values variable is -0.011, signifying a negative value. This implies that for every one-unit rise in the Islamic values variable score, the employee performance score will decrease by 0.011.
3. The regression coefficient for the skills variable is 0.358, signifying a positive value. This implies that for every one-unit rise in the skills variable score, the employee performance score will increase by 0.358.

- The regression coefficient for the motivation variable is 0.614, signifying a positive value. This implies that for every one-unit rise in the motivation variable score, the employee performance score will increase by 0.614.

Hypothesis Test

Table 6. t-Test (Parsial)
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,307	3,894		,336	,739
Islamic Values	-,011	,139	-,007	-,078	,938
Skills	,358	,088	,389	4,060	,000
Motivation	,614	,102	,564	6,010	,000

a. Dependent Variable: Employee Performance

Source: Data Process, 2023

Based on the test results table above it can be explained as follows:

- Hypothesis 1 is rejected, Islamic values have a negative relationship with employee performance. This is proven by the calculated t value for the Islamic values variable of -0.078 while the t table is 2.007, so the calculated t is $-0.078 < t$ table 2.007. This is also reinforced by a significant value of $0.938 > 0.05$.
- Hypothesis 2 is accepted, Skills have a positive relationship with employee performance. This is proven by the calculated t value for the skills variable of 4.060 while the t table is 0.007, so the calculated t is $4.060 > t$ table 2.007. This is also reinforced by a significant value of $0.000 < 0.05$.
- Hypothesis 3 is accepted, Motivation has a positive relationship with employee performance. This is proven by the t value for motivation of 6.010 while the t table is 2.007, so the t count is $6,010 > t$ table 2.007. This is also reinforced by a significant value of $0.000 < 0.05$.

Table 7. F Test (Simultan)
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	629,261	3	209,754	45,806	,000 ^b
Residual	233,539	51	4,579		
Total	862,800	54			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Motivation, Islamic Values, Skills

Source: Data Process, 2023

Based on the table above, it can be seen that the calculated F value is $45.806 > F$ table of 2.79, this is also reinforced by a significant level value of $0.000 < \alpha = 0.05$, meaning that Hypothesis 4 is accepted. So it can be concluded that Islamic values, skills, and motivation simultaneously have a positive and significant effect on employee performance.

Coefficient of Determination Test

Table 8. Coefficient of Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,854 ^a	,729	,713	2,140

a. Predictors: (Constant), Motivation, Islamic Values, Skills

Source: Data Process, 2023

Based on the table above, it can be explained that the Adjusted R Square value produced by Islamic values, skills, and motivation on employee performance is 0.713, meaning that the independent variable influences 71, 3% of the dependent variable, while 28.7% is influenced by other variables not included in this study.

Discussion

The Influence of Islamic Values on Employee Performance

The partial hypothesis testing results provide valuable insights into the relationship between Islamic values and employee performance. The finding that the calculated t-value of -0.078 is less than the critical t-table value of 2.00 suggests that Islamic values do not have a significant positive impact on employee performance within the context of the Investment and Integrated One-Stop Service Agency (DPMPTSP) in Padang City. This observation aligns with a significance level of 0.938, which is greater than the commonly accepted threshold of 0.05. Consequently, hypothesis 1 is rejected, indicating that Islamic values do not exert a statistically significant influence on employee performance, at least within the parameters of this study.

However, it is important to delve deeper into the implications of this finding. The fact that Islamic values are not statistically significant in this context may suggest several possibilities. It could be indicative of a limited application of Islamic values within the organization, especially since the outbreak of the COVID-19 pandemic. As indicated by employee responses in the questionnaires, practices such as reciting the Asmaul Husna, monthly religious gatherings, and collective recitation of religious texts have diminished or ceased. This may imply that the organization has not effectively integrated Islamic values into its daily work routines. Furthermore, this result may prompt organizational leaders to revisit their strategies for promoting Islamic values and fostering a culture that aligns with these principles. It highlights the importance of nurturing an environment where employees feel encouraged and supported in incorporating Islamic values into their work, potentially leading to more significant effects on performance.

In conclusion, while the research suggests that Islamic values do not have a statistically significant influence on employee performance within DPMPTSP Padang City, it opens the door to further exploration and improvement in integrating these values into the organization's culture and practices. It is a call for organizations to consider how they can better promote and implement Islamic values to potentially enhance employee performance and overall organizational effectiveness.

The Influence of Skills on Employee Performance

The partial hypothesis testing results are instrumental in shedding light on the intricate relationship between skills and employee performance. The finding that the calculated t-value of 4.060 surpasses the critical t-table value of 2.007 signifies a significant breakthrough. Additionally, the significance level of 0.000, which is markedly lower than the conventional threshold of 0.05, further reinforces the statistical strength of the results. As a result, hypothesis 2 is firmly accepted. This unequivocally demonstrates that skills exert a positive and highly significant influence on employee performance within the context of the Investment and Integrated One-Stop Service Agency (DPMPTSP) in Padang City.

The implication of this result is monumental and underscores the pivotal role of skills in augmenting employee performance. In essence, the higher an employee's level of skills, the more elevated their performance is expected to be within the DPMPTSP in Padang City. This correlation underscores the compelling necessity of nurturing and enhancing skills as a strategic imperative for improving overall employee performance. It is vital to recognize that skills are more than just the possession of knowledge; it encompasses the practical application of skills and competencies in executing job responsibilities. This finding concurs with the theory advanced by Robbins (2006), which postulates that skills represent an individual's capacity to proficiently execute diverse tasks within their job role. Consequently, skills emerge as a pivotal driver of employee performance, and its significance should not be underestimated.

In conclusion, this research outcome carries profound implications for human resource development and management practices within organizations. It accentuates the need for investing in training, skill development, and capacity-building programs that focus on enhancing skills among employees. Such initiatives can be anticipated to yield substantial improvements in employee performance, contributing not only to the agency's success but also to the broader goal of enhancing public service delivery and organizational excellence.

The Influence of Motivation on Employee Performance

The results of the partial hypothesis testing reveal a compelling relationship between work motivation and employee performance. The calculated t-value of 6.010 significantly exceeds the critical t-table value of 2.007. This robust statistical evidence is further emphasized by the extremely low significance level of 0.000, well below the conventional threshold of 0.05. Consequently, hypothesis 3 is firmly accepted. This unequivocally signifies that work motivation has a positive and highly significant impact on employee performance within the context of the Investment and Integrated One-Stop Service Agency (DPMPTSP) in Padang City.

The implications of this result are profound, emphasizing the pivotal role of work motivation in elevating employee performance. In essence, the better the motivation among employees when serving the public, the higher their performance is expected to be within DPMPTSP in Padang City. This correlation underscores the critical need for fostering and nurturing work motivation as a strategic imperative to enhance overall employee performance. It is crucial to acknowledge that employee motivation extends beyond a simple

willingness to exert effort; it encompasses the drive to meet various needs and the continuous effort to improve knowledge, attitudes, and behaviors. This perspective aligns with the insights provided by Nawawi (2003: 827), who defines motivation as the driving force or desire that compels an individual to take action. Hence, work motivation emerges as a potent driver of employee performance, and its significance should not be underestimated.

In conclusion, these research findings have far-reaching implications for human resource management and organizational practices. They underscore the critical importance of cultivating a motivated workforce through strategies that address employees' needs and aspirations. By providing equal opportunities for all DPMPTSP employees to enhance their skills and accomplishments, organizations can anticipate substantial enhancements in employee performance. Ultimately, this contributes not only to the agency's success but also to the overarching goal of delivering outstanding public services and achieving organizational excellence.

Conclusion

In conclusion, this research has explored the multifaceted dynamics of employee performance within the Investment and Integrated One-Stop Service Agency (DPMPTSP) in Padang City, shedding light on the influence of Islamic values, skills, and work motivation. Several key findings have emerged from this study. The research revealed that Islamic values when considered in isolation, do not exhibit a significant impact on employee performance. This suggests a deficiency in the incorporation of Islamic values into the organizational culture, particularly in the wake of the COVID-19 pandemic. It became evident that certain traditional practices, such as the recitation of Asmaul-Husna, monthly religious gatherings, and group recitations, had waned among employees, indicating a departure from the previously prevalent Islamic organizational culture. Furthermore, the research unveiled that work capability is a critical determinant of employee performance. The positive and significant relationship between these two factors emphasizes the necessity of enhancing employees' work-related knowledge and skills. The practical application of competencies plays a vital role in determining an individual's capacity to proficiently execute diverse tasks within their job role. Therefore, investing in training and development programs aimed at bolstering work capability is imperative for organizations seeking to elevate employee performance. Last but not least, the research unequivocally demonstrated the importance of work motivation in driving employee performance. Employees who exhibit high levels of motivation in serving the public are more likely to achieve superior performance. This aligns with Nawawi's definition of motivation as the driving force compelling individuals to take action. Consequently, organizations should focus on strategies that foster and sustain motivation among their employees, such as providing equal opportunities for skill enhancement and achievement development.

This research underscores the intricate interplay of Islamic values, work capability, and work motivation in shaping employee performance within the DPMPTSP in Padang City. It provides actionable insights for organizations aiming to improve their employees' performance by promoting Islamic values, enhancing work capability, and nurturing work

motivation. By doing so, these organizations can not only achieve their goals and missions but also contribute to the broader objective of delivering outstanding public services and attaining organizational excellence.

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