



**MADRASAH PRINCIPAL'S DECISION MAKING IN GIVING
REWARDS FOR TEACHERS WORK PERFORMANCE VIEWED
FROM EQUITY THEORY (Case Study Of Madrasah Aliyah Bina
Ulama)**

Apriyani

Universitas Islam Negeri Sayyid Ali Rahmatullah Tulungagung

apriyaniapriyani344@gmail.com

ABSTRACT :

Decision making in assessing teacher work performance is an appropriate form of Madrasah Principal policy in order to obtain competent teachers and maintain qualified human resources. In this case, behind the teacher's valuable work and brilliant achievements there is feedback given to the Madrasah Principal as a reward, namely in the form of compensation. In accordance with what the teacher has given to the institution, that amount is also the reference for the compensation that will be received, both financially and non-financially. The Madrasah Head does not just provide compensation to teachers who excel as a form of decision making, but the Madrasah Head has a policy of deciding on fair compensation (Equity) so that there are no misunderstandings. This research uses a qualitative approach, where researchers conduct in-depth observations and interviews regarding compensation carried out by the Head of Madrasah Aliyah Bina Ulama for decision making. The data sources used are primary data sources, which are taken through observation and interview data, and secondary data sources taken from literature studies of books or related journals. This research discusses the decision making of the Head of Madrasah Aliyah Bina Ulama regarding the assessment of teachers' achievements and the Madrasah Head's policy in providing compensation to teachers who excel fairly. The conclusion drawn from this research is that the Madrasah Head makes a decision on teacher work performance through performance and activity once a week and will be announced at the end of the semester. Likewise, direct compensation from the Head of Madrasah Aliyah Bina Ulama provides financial or non-financial means, namely appointment to positions based on the principles of Financial Justice, External Justice, Employee Justice and Team Justice.

Key words: *Equity, Compensation, Decision Making, Job Evaluation, SDM*

ABSTRAK

Pengambilan keputusan dalam penilaian prestasi kerja guru merupakan sebuah bentuk kebijakan Kepala Madrasah yang tepat guna mendapatkan guru yang berkompeten dan mempertahankan Sumber Daya Manusia yang mumpuni. Dalam hal ini, maka di balik kerja guru yang bernilai dan prestasinya yang cemerlang terdapat *feedback* yang diberikan kepada Kepala Madrasah sebagai *reward*, yaitu berupa kompensasi. Sesuai dengan apa yang telah diberikan guru untuk lembaga, maka sebesar itu pulalah yang menjadi acuan kompensasi yang akan diterima, baik secara finansial atau non-finansial. Kepala Madrasah tidak hanya sekadar memberikan kompensasi terhadap guru yang berprestasi sebagai bentuk pengambilan keputusan, akan tetapi Kepala Madrasah memiliki kebijakan dengan memutuskan pemberian kompensasi yang adil (*Equity*) agar tidak ada kesalahpahaman. Penelitian ini menggunakan pendekatan kualitatif, dimana peneliti melakukan observasi dan wawancara secara mendalam terkait kompensasi yang dilakukan oleh Kepala Madrasah Aliyah Bina Ulama sebagai

pengambilan keputusan. Sumber data yang digunakan adalah sumber data primer, yakni diambil melalui hasil data observasi dan wawancara, dan sumber data sekunder yang diambil dari kajian literature buku ataupun jurnal terkait. Penelitian ini membahas tentang pengambilan keputusan Kepala Madrasah Aliyah Bina Ulama atas penilaian prestasi para guru dan kebijakan Kepala Madrasah dalam memberikan kompensasi terhadap guru yang berprestasi dengan keadilan. Kesimpulan hasil yang diambil dari penelitian ini adalah Kepala Madrasah mengambil keputusan atas prestasi kerja guru melalui kinerja dan keaktifan sekali dalam satu minggu dan akan diumumkan pada akhir semester. Begitu juga dengan pemberian kompensasi langsung dari Kepala Madrasah Aliyah Bina Ulama memberikan secara finansial atau non-finansial, yaitu pengangkatan jabatan atas asas Keadilan Finansial, Keadilan Eksternal, Keadilan Karyawan, dan Keadilan Tim.

Kata Kunci: *Equity*, Kompensasi, Pengambilan Keputusan, Penilaian Kerja, SDM

INTRODUCTION

Human Resources or abbreviated as SDM, plays a very important and dominant role in the activities of an institution in facing the very significant flow of globalization. The success or failure of an institution in achieving predetermined goals is very dependent on the ability of human resources to carry out all the obligations and responsibilities that have been entrusted to them. With that, every institution should think visionarily about ways that can be used to develop human resources that can encourage the progress of the institution. In addition, an institution must know how its employees have a spirit of high productivity, which cannot be separated from the institution's leaders who motivate their employees or subordinates, either through compensation or motivation¹.

Assessment of Human Resources work performance in an institution, especially Madrasah institutions, absolutely must be carried out to determine the achievement or performance that has been achieved by each teacher. Is achievement important for every teacher and useful for a Madrasah institution to determine action as the next decision². With achievement assessment, it means that teachers receive compensation, either in the form of attention or appreciation from the Madrasah Head, thus encouraging them to be enthusiastic in carrying out their responsibilities as teachers, provided that the assessment is fair (Aquity) and objective and there is follow-up in decision making³.

Decision making in assessing teachers' work performance allows teachers who excel to be given compensation such as; promoted, demoted, developed (with training that encourages better performance and competence) and increase wages or bonus benefits. Decision making in providing compensation for teachers who excel at work by the Madrasah Head will produce high

¹ A Windarto, "Penilaian Prestasi kerja Karyawan PTPN III Pematangsiantar dengan Metode Simple Additive Weighting (SAW)" 2, no. 1 (2017): 84.

² Ibid.

³ Yoyo Sudaryo, Agus Aribowo, dan Nunung Ayu Sofiati, *Manajemen Sumber Daya Manusia: Kompensasi Tidak Langsung dan Lingkungan Kerja Fisik*, 1 ed. (Yogyakarta: CV. Andi, 2018).

output and will increase loyalty to the Madrasah institution. Therefore, the Madrasah Head as a leader must be aware of the importance of providing feedback in a type of compensation in increasing productivity which must be considered objectively. In this way, Madrasah institutions will avoid problems or minimize problems that hinder increased expenditure and can be detrimental to Madrasahs, such as teacher dissatisfaction, complaints, lack of work enthusiasm, decreased work discipline, high levels of absenteeism, or even strikes. teachers' work productivity.

Institutions must have an appropriate and fair compensation system, so that decisions in providing compensation for teachers' work performance are fully based on the results of their work. Mechanisms for decision making can determine appropriate and appropriate compensation for teachers who excel by assessing teacher competence and achievement. Through work performance assessments, it will be known how well the teacher carries out his duties, so that the Madrasah can determine appropriate compensation for the teacher's work performance. Coupled with the strong competence of teachers, this is a very useful foundation for helping Madrasah improve their performance.

Taken from the highlights that have occurred in several references and other literature, the compensation given to teachers is an award that is able to retain an outstanding teacher and improve the quality of the Madrasah. Thus, the spotlight is more focused on the extraordinary performance of teachers in implementing the learning process which can improve the quality of education in a Madrasah as well⁴. So, there are many things that need to be taken into consideration, how the work and performance of teachers will impact quality education. For this reason, the importance of the Madrasah Head's policy is to make decisions in providing the rewards described above as a form of compensation to teachers who excel.

The existence of a compensation program by Madrasahs is to maintain Human Resources as proof of retaining their employees (teachers). If a compensation program is not managed well, it will result in the loss of employees and the costs incurred to attract, select, train and develop them⁵. Even in this compensation, it is not only given because the productivity looks good in front of the Madrasah Head, but it is considered with the theory of justice (Equity Theory). The theory of justice, also known as Equity Theory, was put forward by John Stacey Adams, a work and behavioral psychologist in 1963. In this theory, it shows how wages can motivate. Individuals in the world of work will always compare themselves with other people. Thus, if there are

⁴ M Sulton dan Binti Maunah, "Problematika Guru di Sekolah," *NUSRA: Jurnal Penelitian dan Ilmu Pendidikan* 3, no. 1 (2022): 226–46.

⁵ M Rezal, A Azis, dan N Afni, "Pengaruh Kompensasi dan Kompetensi Terhadap Kepuasan Kerja Aparatur Sipil Negara (ASN) pada Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kabupaten Sigi Fakultas Ekonomi Universitas Al-Khairaat Fakultas Ekonomi," *Jurnal Ekonomi Trend* 10, no. 1 (2022): 42–51.

irregularities it will affect the level of effort to work better⁶. Feelings of injustice result in changes in performance. The theory of justice assumes that employees who work in an institution want justice, that is, they want to feel that when compared with other people, they will be treated fairly and that the institution or organization does not take sides with anyone, this applies to Madrasah institutions. In this theory, it is revealed that people will be motivated to seek social equity in the rewards they expect in performance.

Fair compensation in Madrasah institutions means that all sacrifices made by teachers are balanced with the rewards received. In other words, there is a balance between employee productivity or work performance and the wages or salaries they receive⁷. In this way, fairness in the amount of compensation that applies to Madrasahs will attract the interest of potential teacher workforce candidates to nominate themselves as part of the Madrasah community in question. In contrast to Madrasah institutions which do not provide compensation to their teachers or employees, of course there will be few potential job candidates.

Compensation is very necessary in every Human Resources process. The more and more widespread the assessment system provides compensation, the more motivation will increase for teachers to continue to improve themselves and their potential. From these results, the Madrasah can make a decision in the form of a plan for overall future goals. In making this decision, namely by providing compensation for teachers with achievements, teachers can channel their careers or position promotions. Considering the importance of compensation in assessing teacher achievement, the researcher focused the discussion related to; 1) Madrasah Principal's decision making regarding teacher achievement assessments and 2) Madrasah Principal's policy of providing compensation to teachers who excel in a balanced manner (through Equity Theory).

Methods

This research uses a qualitative approach. According to Suyoto, qualitative research is a procedure that produces descriptive data consisting of written or spoken words from people as informants and observable behavior⁸. The type of data collected in this research is data taken through the work assessment sheet documents of Madrasah Aliyah Bina Ulama Kisaran teachers, and through other supporting literature, such as journals and books. The data collection techniques related to assessing teacher work performance as a basis for decision making are through data on teachers who receive compensation and are carried out using observation, interviews and

⁶ Djuni Prihatin, Susi Daryanti, dan Alief Ramadhan, *Aplikasi Teori Perencanaan: dari Konsep ke Realita* (t.tp.,; CV. Buana Grafika, t.t.).

⁷ Sudaryo, Aribowo, dan Ayu Sofiaty, *Manajemen Sumber Daya Manusia: Kompensasi Tidak Langsung dan Lingkungan Kerja Fisik*.

⁸ Siyoto dan M Sodik, *Dasar Metodologi Penelitian* (Literasi Media Publishing, 2015).

documentation. Then, the data obtained is processed and analyzed using qualitative analysis techniques.

Result

1. Job Performance Assessment

In general, work performance appraisal is related to work compensation. The assessment of teacher work performance will affect compensation, where compensation is assessed based on the work performance assessment. If the compensation is not in line with what was expected, then the assessment of the teacher's work performance must be looked at again, whether the assessment is in line with what was expected (according to the compensation requirements) or not. If it is appropriate, then compensation will increase, but if it is not appropriate, then the assessment of the teacher's work performance will be reviewed. This will continue to occur, forming a cycle.

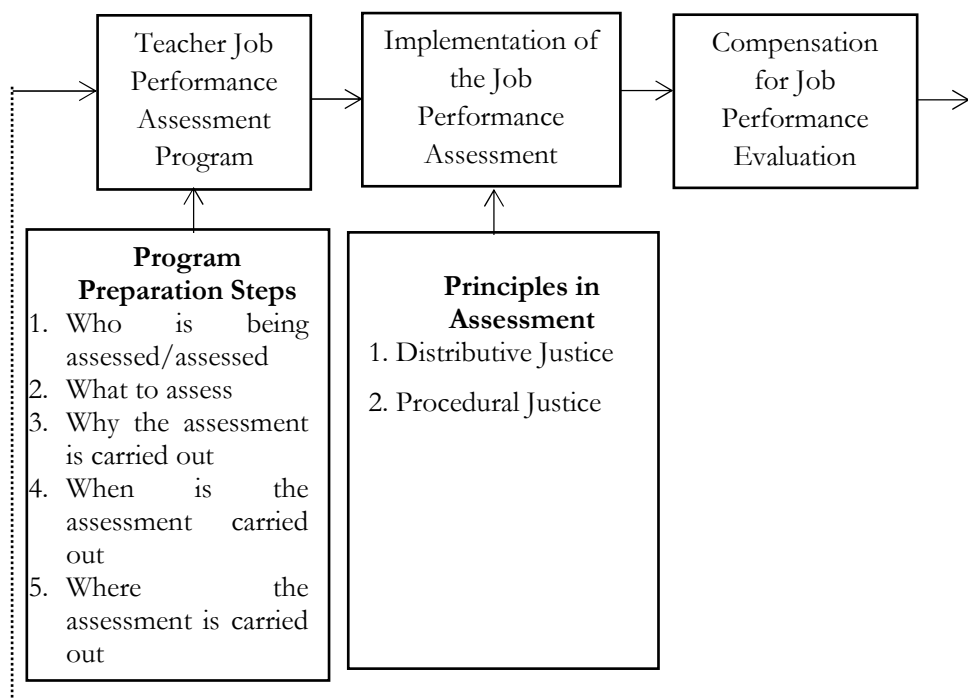


Figure 1. MA Bina Ulama Job Performance Assessment Cycle

Based on the information in the picture, carrying out achievement assessments in an institution is very important, because by assessing the achievements of the management or the Head of Madrasah Bina Ulama, they can find out what actions can be taken to improve skills and provide compensation for teachers according to their potential and achievements. In this assessment, there are many methods used. However, there is no one method that is only applied in general. This means that each has its own strengths and weaknesses, so the key is to recognize limitations in decision making in providing compensation to teachers who excel.

2. Decision Making

In decision making, there is a basis for the way in which information is collected, processed and used, as well as how the information will be communicated and explained.

Table 1. Decision Making

Decision Making
Learn by doing
Using trial and error
Judge by experience
Relying on sensing
Striving for a satisfactory solution

The decision making method of the Head of Madrasah Aliyah Bina Ulama in the table above explains that all information must be obtained scientifically and then evaluated as to what is possible to give rise to options formulated based on the available data⁹. It is said that this method is very scientific because it is based on data and facts. Based on the explanation above, it can be concluded that a Madrasah Head as a decision maker can use this method if the Madrasah does not provide data and facts to formulate options in determining compensation, although it is highly recommended for Madrasah Heads to carry out performance assessments based on data and facts.

3. Determinants of Compensation

There are many factors that determine compensation when considering teacher work performance assessments. Determining the amount of compensation comes from the worker himself. With an outline, there is a chart that explains what factors will be taken into consideration in the decision to obtain compensation¹⁰. This is implemented by the Head of Madrasah Aliyah Bina Ulama in providing compensation to teachers.

⁹ Muhammad Rifa'i, *Pengambilan Keputusan*, 1 ed. (Jakarta: Kencana, 2020).

¹⁰ Sudaryo, Aribowo, dan Ayu Sofiaty, *Manajemen Sumber Daya Manusia: Kompensasi Tidak Langsung dan Lingkungan Kerja Fisik*.

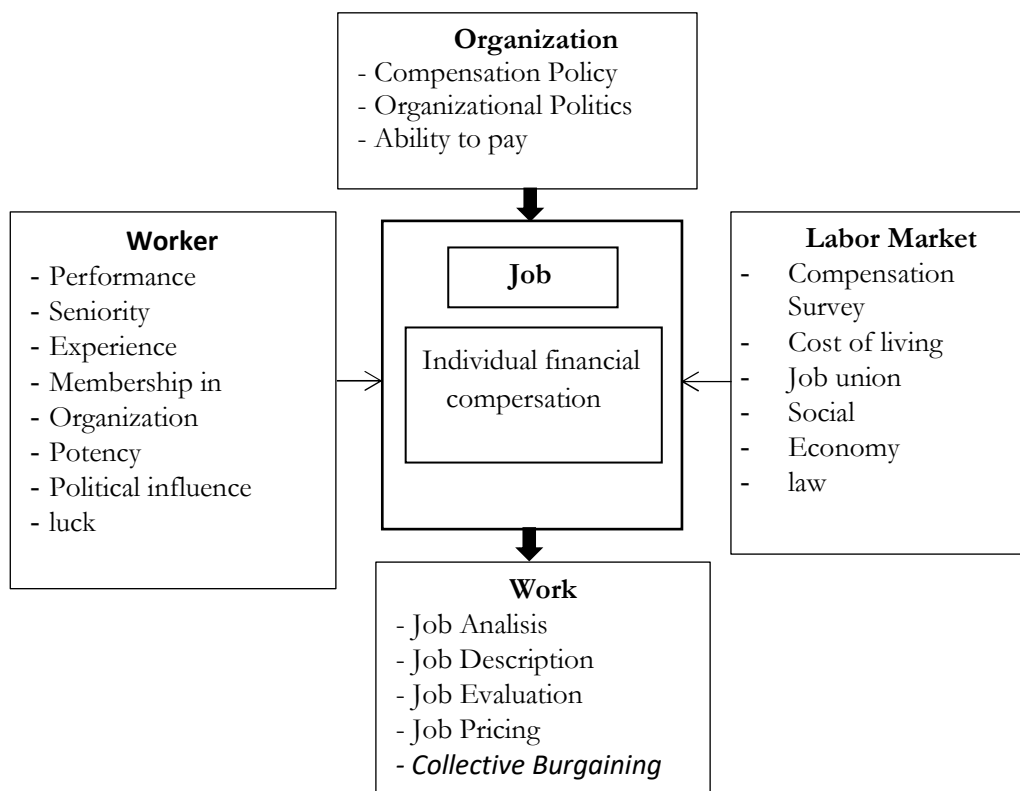


Figure 2. Factors that determine compensation

Discussion

This discussion refers to efforts to analyze the results of observations of teacher work performance assessments who have been given equity compensation to Madrasah Principals. Next, a discussion will be held to explain the decision made by the Head of Madrasah Aliyah Bina Ulama regarding assessing teacher achievement, as well as the Madrasah Head's policy of providing compensation to teachers who excel fairly (Equity).

1. Madrasah Principal Decision Making on Teacher Achievement Assessment

Operationally, leadership in a Madrasah functions as an action carried out by the leader in an effort to mobilize his subordinates to want to do something to make the program and goals that have been formulated in accordance with mutual agreement a success¹¹. Thus, the implementation of the function as a leader places more emphasis on human interaction efforts to influence the people being led, discover something new, bring about change and renewal. Therefore, the success or failure of a Human Resources empowerment program in an organization

¹¹ Prim Masrokan Mutohar dan Masduki Masduki, *Visionary Leadership: Strategi Membangun Brand Image dan Daya Saing Perguruan Tinggi*, 1 ed. (Malang: Deazha Prima Nusantara, 2023).

or institution is largely determined by the leader's ability to carry out their main leadership functions.

The entire process of creating success in an institution cannot be separated from outstanding teachers. Through the teacher's achievements, it has become mandatory for the leader or Head of the Madrasah to make decisions in assessing the teacher's achievements. All productivity and achievements of Madrasah educational institutions are determined by the work spirit of teachers as one of them. This work enthusiasm describes the relationship between feelings and attitudes of happiness that exist in one's personal spirit and happiness in a group activity. So, from this it can be concluded that the teacher's work enthusiasm in the Madrasah will be present with the achievement assessment carried out by the Head of the Madrasah as a follow-up for teachers to survive in the institution¹².

Taken from various literature obtained and the results of observations as well as interviews as reinforcement, Madrasah Aliyah Bina Ulama has its own policy in making decisions to assess the work performance of teachers in accordance with the results of the data obtained by researchers.

Semua guru akan kami nilai. Jadi bukan harus guru yang sudah menonjol. Kan, kami tidak tau kedepannya ternyata banyak guru yang berpotensi tapi kelihatannya baru sekarang¹³.

Through this interview, the informant said that all teachers are included in the criteria for assessing teacher work performance at Madrasah Bina Ulama in order to balance the competitiveness of one teacher with another. Apart from that, the researcher understands that the decision taken by the Head of the Madrasah was very good, because it avoided social jealousy which had fatal consequences for the future of the Madrasah.

Biasanya, dilihat dari aspek kehadiran, keaktifan setiap kegiatan dan potensinya sebagai guru di bidangnya¹⁴

The activity and potential of Madrasah Aliyah Bina Ulama teachers get more value which will become a benchmark for teacher achievement. For this reason, the Madrasah Principal really emphasizes teachers to continue to be active with their presence, whether during their lesson schedule or not. The relevant reason the researchers found was that the teacher's presence was proof that there was a greater contribution in building the progress of the Madrasah. Likewise with the potential they have, the Madrasah Head really hopes that not only they have potential in the

¹² Nur Anisa, "Pembinaan Terhadap Semangat Guru," *API: Administrasi Pendidikan Islam* 4, no. 1 (2022): 62–77.

¹³ Qadafi, Ali Muammar. Interview. Interview by Apriyani, March 14, 2023.

¹⁴ Ibid.,

academic field they are assigned to, but teachers also have potential in other fields; extracurriculars, technology and information.

Penilaian dilakukan biasanya setiap satu minggu sekali. Akan tetapi evaluasi dan pengumuman prestasi guru tersebut per semester dilakukan baik melalui pengumuman secara langsung atau tidak langsung (papan pengumuman)¹⁵

The policies that have been implemented at Madrasah Aliyah Bina Ulama are very disciplined. Once a week teacher performance assessments are carried out regularly and announced at the end of the semester either directly or indirectly, such as via a notice board. The conclusion obtained through this interview process is that the Head of the Madrasah has the soul of a visionary leader so that the impact of decision making in assessing teacher achievement continues and improves the quality of the Madrasah itself. In this way, the decision making applied to Madrasah Aliyah Bina Ulama can realize quality, with planning which is determined in a decision by the Head of the Madrasah which is taken through the teachers. In this sense, Madrasahs in the world of education as a means of preparing people for the future are very dependent on strategic decision makers¹⁶.

2. Madrasah Principal's Policy Provides Compensation for Teachers Who Achieve Through Equity Theory

Equity Theory was put forward by John Stacey Adams (1963) which shows how wages can motivate. In the world of work, individuals will always compare themselves with others. So, if something abnormal is found, it will affect their efforts to work better (compete). In this theory, individuals are motivated to seek social equity in the rewards expected for performance¹⁷, none other than in this case is compensation. According to this theory of justice or equality, people will be motivated to reduce any perceived justice. They will try to make the output to input ratio comparable. Understanding this theory is very important because of its strong connection to compensation. So Madrasah Aliyah Bina Ulama is very careful in providing compensation or some kind of reward for teachers who excel, so that there are no misunderstandings in the future.

Compensation in educational institutions, especially in Madrasah Aliyah Bina Ulama, is one of the important demands in human resource management in educational institutions, namely compensation for every teacher who excels in them. It is hoped that this compensation can achieve the vision and mission of the education unit which will make it

¹⁵ Ibid.,

¹⁶ Rifa'i, *Pengambilan Keputusan*.

¹⁷ Prihatin, Daryanti, dan Ramadhan, *Aplikasi Teori Perencanaan: dari Konsep ke Realita*.

better and more accurate¹⁸. In accordance with the data presented in the research results, it can be explained that several factors determine compensation for teacher performance at Madrasah Aliyah Bina Ulama, namely:

a. Productivity

The level of achievement and performance of Madrasah Aliyah Bina Ulama teachers is determined through their own performance assessment. as explained in the interview in the previous sub-chapter. This form of assessment which aims to provide performance-based compensation is to increase the productivity of Madrasah Aliyah Bina Ulama teachers. Productivity is usually expressed as the relationship between physical input and output in a process. Therefore, productivity is the relationship between the amount of output compared to the resources consumed to produce output.

b. Elements of Responsibility

Responsibility is an employee's ability to complete the work assigned to him as well as possible, on time, and dare to take risks regarding decisions taken and actions taken.

c. Elements of Honesty

Honesty is a mental attitude that comes from within humans themselves. This is sincerity in carrying out duties, as well as being able not to abuse the authority and responsibility given.

d. Experience

Teachers who express pride in their years of experience may be justified in compensation. Another word in this sense is that Madrasah Aliyah Bina Ulama really appreciates teachers who are experienced in all the fields they have studied so that they can be further developed and useful for the Madrasah.

e. Elements of Collaboration

Collaboration is the mental ability of an employee to be able to work together with other people in completing predetermined tasks.

f. Initiative

Initiative is the ability of an employee or teacher to make decisions and the steps to implement them, in accordance with the actions required to carry out the main tasks without waiting for orders from the Madrasah Principal.

With several factors determining compensation for teachers who excel, it cannot be separated from that that the Madrasah Head who plays the role of leader must do it in a fair

¹⁸ Riska Jayanti, "Kepemimpinan Kepala Sekolah dan Pengaruhnya Terhadap Kepuasan Kerja Guru," *Jurnal Idaarah* 6, no. 1 (2022).

manner (Equity). In this sense, the Head of the Madrasah does not only choose according to what his senses feel and see, but is seen from various aspects of justice or equality, including:

- a. Financial justice is defined as a perception of fair payment treatment for employees. It can be understood that this financial justice has been implemented by Madrasah Aliyah Bina Ulama itself as a reward for teachers who excel.
- b. External justice, which is realized when employees or teachers in an educational institution receive pay that is comparable to employees who do similar work in other educational institutions. Likewise with the application of compensation carried out by MA Bina Ulama, namely by looking at similar 'market prices'. However, there is a slight difference in this case, MA Bina Ulama conducts an evaluation in considering compensation, namely with a work evaluation which is the main tool in determining internal justice. In this project, employees have more information about pay issues within their own institutions and use that information as a form of fairness.
- c. Employee justice, which is realized when MA Bina Ulama teachers carry out similar work in the same institution, teachers receive payment according to factors specific to the teacher, such as work level or seniority.
- d. Team Justice, the realization of team justice is given based on the group's productivity. There is a slight obstacle that occurs at the Madrasah Aliyah Bina Ulama institution when implementing compensation with team justice, namely the overlap between individuals or teachers who are not competent and teachers who are more competent. So, in this case, performance for the team can be assessed by the performance of each teacher assigned in their field, even though they are still in the same team.

The information that has been presented is the tendency of Madrasah Heads as leaders to view financial or non-financial compensation as assets. This means, when it helps in recruiting and attracting competent people so as to form a Madrasah that is in accordance with the vision and mission. Madrasah Bina Ulama is very brave in paying compensation for teachers who excel at high prices, with this Madrasah Aliyah Bina Ulama maintains quality teachers by sharing their financial and non-financial success fairly.

Biasanya selama ini kami sebagai bagian dari pimpinan atau Kepala Madrasah membuat syarat sebagai keseimbangan untuk memberikan reward pada guru-guru. Misalnya seperti guru yang paling bagus kinerjanya atau guru yang paling aktif dan berpengalaman, maka kompensasi yang

diberikan pun tinggi. Tak menutup kemungkinan kompensasi yang kami berikan biasanya tambahan gaji dan pengangkatan jabatan¹⁹.

Madrasah Aliyah Bina Ulama also makes a connection between the balance of justice in providing compensation. This means that providing high compensation is related or compared to the requirements that must be fulfilled by the teachers concerned in their positions or obligations. Thus, there is a balance between input (requirements) and output (the level of compensation given).

Conclusion

This research produces several conclusions which indicate that the Madrasah Head's policy of assessing teacher work performance as a decision maker in providing fair compensation (Equity) is very much taken into account. It is something that must be compensated for competent teachers and there are two points that result, namely:

1. Decision making by the Head of Madrasah Aliyah Bina Ulama regarding teacher achievement assessments. Madrasah heads who have the soul of a leader have a policy in assessing achievement which is measured through performance and activity which is assessed once a week. In making this decision, at the end of the semester the Head of Madrasah Aliyah Bina Ulama makes a public announcement as a decision for teachers who excel directly or indirectly.
2. The policy of the Head of Madrasah Aliyah Bina Ulama is to provide compensation for teachers who excel through equality or fairness. In determining high compensation, the Head of the Madrasah does not only judge according to what is witnessed, but also based on work performance and experience. Apart from that, there is also justice applied in providing fair compensation, namely financial justice, external justice, employee or teacher justice, and team justice.

This research is perfect if there are novel studies to be discussed. So, researchers really provide suggestions for this study, namely regarding achievement assessment, compensation, decision making and also the theory of justice (Equity Theory) which can be further developed. In fact, this research has not compiled everything perfectly. Due to the limited knowledge of researchers, it is hoped that future researchers will deepen their literature studies to a more up-to-date level in order to balance the facts in the field with the theories or literature available.

¹⁹ Qadafi, Ali Muammar. Interview. Interview by Apriyani, March 14, 2023.

Bibliography

- Anisa, Nur. "Pembinaan Terhadap Semangat Guru." *API: Administrasi Pendidikan Islam* 4, no. 1 (2022): 62–77.
- Jayanti, Riska. "Kepemimpinan Kepala Sekolah dan Pengaruhnya Terhadap Kepuasan Kerja Guru." *Jurnal Idaarah* 6, no. 1 (2022).
- Mutohar, Prim Masrokan, dan Masduki Masduki. *Visionary Leadership: Strategi Membangun Brand Image dan Daya Saing Perguruan Tinggi*. 1 ed. Malang: Deazha Prima Nusantara, 2023.
- Prihatin, Djuni, Susi Daryanti, dan Alief Ramadhan. *Aplikasi Teori Perencanaan: dari Konsep ke Realita*. t.tp.;; CV. Buana Grafika, t.t.
- Qadafi, Ali Muammar. Interview. Interview by Apriyani, March 14, 2023.
- Rezal, M, A Azis, dan N Afni. "Pengaruh Kompensasi dan Kompetensi Terhadap Kepuasan Kerja Aparatur Sipil Negara (ASN) pada Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Kabupaten Sigi Fakultas Ekonomi Universitas Al-Khairaat Fakultas Ekonomi." *Jurnal Ekonomi Trend* 10, no. 1 (2022): 42–51.
- Rifa'i, Muhammad. *Pengambilan Keputusan*. 1 ed. Jakarta: Kencana, 2020.
- Siyoto, S, dan M Sodik. *Dasar Metodologi Penelitian*. Literasi Media Publishing, 2015.
- Sudaryo, Yoyo, Agus Aribowo, dan Nunung Ayu Sofiati. *Manajemen Sumber Daya Manusia: Kompensasi Tidak Langsung dan Lingkungan Kerja Fisik*. 1 ed. Yogyakarta: CV. Andi, 2018.
- Sulton, M, dan Binti Maunah. "Problematika Guru di Sekolah." *NUSRA: Jurnal Penelitian dan Ilmu Pendidikan* 3, no. 1 (2022): 226–46.
- Windarto, A. "Penilaian Prestasi kerja Karyawan PTPN III Pematangsiantar dengan Metode Simple Additive Weighting (SAW)" 2, no. 1 (2017): 84.