



## Analysis of Competency and Work Discipline Towards Performance of the Jamrud Biru Foundation Rehabilitation Home in Bekasi

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**Abstract:** The issue of mental disorders in Indonesia continues to rise, with more than 19 million people experiencing emotional mental disorders. Yayasan Jamrud Biru in Bekasi plays a significant role in providing rehabilitation services for People with Mental Disorders (ODGJ); however, the foundation's performance is influenced by internal and external factors. This study aims to analyze the influence of competence and work discipline on the performance of the foundation's employees in delivering optimal services. Using a qualitative approach and case study design, data were collected through in-depth interviews, participatory observation, and document studies, then analyzed using NVivo software. The results show that competence and work discipline have a significant relationship with performance. The foundation's performance is supported by a reciprocal relationship between competence and the rehabilitation process, resource support, ongoing evaluation, and collaboration with other institutions. However, financial resource limitations and lack of family support pose challenges that must be addressed to improve the quality of rehabilitation services.

**Keyword:** Ccompetence, Discipline, Performance, Rehabilitation, People with Mental Disorders (ODGJ)

### INTRODUCTION

People with Mental Disorders (ODGJ) are individuals who experience cognitive, behavioral, and emotional disorders that manifest in the form of a collection of symptoms or significant behavioral changes, and can cause suffering and obstacles in carrying out individual functions (Law of the Republic of Indonesia No. 18 of 2014 concerning Mental Health). Mental disorders can be caused by multi-causal factors. Factors come from the person themselves, especially in a person's psyche and social influences which influence each other (Nuryati et al., 2018). Mental disorders have become an increasingly complex and urgent public health problem in Indonesia. The worrying fact is that more than 19 million people aged over 15 years experience emotional mental disorders, and more than 12 million people aged over 15 years experience depression (2018 Riskesdas Data). This condition indicates an urgent need for comprehensive and quality mental health services.

One effort to overcome this problem is through rehabilitation in rehabilitation centers. Jamrud Biru Foundation, as one of the rehabilitation centers in Bekasi, has a significant role

in providing rehabilitation services for people with mental disorders. Data shows that the number of inmates at Jamrud Biru Foundation has fluctuated in recent years, with the highest number in 2021 being 214 people and the lowest in 2024 being 125 people.

**Table 1. Number of ODGJ Patients at the Jamrud Biru Foundation**

NO	YEAR	UNIT	GENDER		TOTAL
			MALE	FEMALE	
1	2	3	4	5	6
1.	2021	UNIT	196	18	214
2.	2022	UNIT	161	15	176
3.	2023	UNIT	143	4	147
4.	2024	UNIT	123	2	125

Source : Yayasan Jamrud Biru

The number of employees caring for patients at the Jamrud Biru Foundation Rehabilitation Center from 2021 - 2024 in table 1.2 is as follows:

**Table 2. Number of Employees of Jamrud Biru Foundation**

NO	YEAR	UNIT	EMPLOYEE		TOTAL
			MALE	FEMALE	
1	2	3	4	5	6
1.	2021	UNIT	24	6	30
2.	2022	UNIT	21	4	25
3.	2023	UNIT	24	1	25
4.	2024	UNIT	26	1	27

Source : Yayasan Jamrud Biru

The rehabilitation program at the Jamrud Biru Foundation continues to run effectively. In 2024, out of 147 patients treated since the beginning of the year, 45 patients have recovered and returned to society, demonstrating the continued success of this program. Data on ODGJ patients who recovered from 2021 - 2024 in table 1.3 are as follows:

**Table 3. Recovered ODGJ Patients from Jamrud Biru Foundation**

NO	YEAR	UNIT	PATIENT	
			TOTAL	HEALED
1	2	3	4	5
1.	2021	Orang	214	31
2.	2022	Orang	176	59
3.	2023	Orang	147	44
4.	2024	Orang	125	45

Source : Yayasan Jamrud Biru

People with mental disorders (ODGJ) are a vulnerable group and need special support. Rehabilitation centers, such as the Jamrud Biru Foundation, play an active role in providing comprehensive rehabilitation services. However, a number of challenges arise in efforts to provide optimal services. Studies show a gap between the expectations of patient families and the quality of services received. Limitations in terms of flexibility in financing food and drink and the lack of consistency of families in entrusting their family members and the land and buildings of the center are still rented are indicators of potential problems in the service system. Performance is the result of a person's job function or activities in an organization that is influenced by various factors to achieve organizational goals within a certain period of time (Sinaga, 2020:14). According to Wibowo (2018:271) states that Competence is an ability to carry out or do a job or task that is based on skills and knowledge and supported by the work attitude required by the job. While discipline is a tool or means for an organization to

maintain its existence (Dewi and Harjoyo, 2019:94). Competence and work discipline are needed to provide quality services and meet the needs of patients and their families. This study focuses on the analysis of the relationship between employee competence and work discipline with their performance in providing rehabilitation services for ODGJ at Yayasan Jamrud Biru, Bekasi. The aim is to identify and analyze the factors that influence the performance of the rehabilitation center and how these factors influence each other in the overall performance of the rehabilitation center. Thus, this study is expected to contribute to improving the quality of life of ODGJ and support efforts to overcome mental health problem.

## **METHOD**

This study adopts a qualitative approach through a case study design. This approach was chosen because it allows researchers to explore in depth the phenomena that occur in a natural context, namely the relationship between competence, work discipline, and employee performance (Helaluddin, 2019) at the Jamrud Biru Foundation Rehabilitation Center, Bekasi. The aim is to understand in depth the relationship between competence, which is defined as an ability based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work that refer to the established work requirements (Sutrisno, 2016:203), and work discipline, which is reflected in the attitude of obedience to the rules and norms that apply in a company in order to increase employee determination in achieving company/organizational goals (Agustini (2019:89), towards employee performance at the rehabilitation center. Performance in this context is defined as the extent to which employees carry out their functions in accordance with the responsibilities given and are successful in terms of quality and quantity in providing services to clients (Chairunnisah et al., 2021:2).

The population in this study were all employees of the Jamrud Biru Foundation Rehabilitation Center in Bekasi. The sample taken was 5 key informants selected by purposive sampling. The criteria for selecting key informants were based on their roles and knowledge relevant to the research variables (Sugiyono, 2018), namely foundation leaders, foundation managers, medical personnel, nursing staff, and administrative staff. The selection of these key informants was based on the consideration that they had roles and knowledge relevant to the research variables.

Data collection in this study was carried out through three techniques, namely in-depth interviews, participant observation, and document studies. According to Sugiyono (2018:224) data collection can be done in various settings, various sources, and various methods. In-depth interviews are used to gain an in-depth understanding of informants' perceptions and experiences related to competence, work discipline, and performance. Participatory observation is conducted to directly observe employee work behavior in everyday contexts. Document studies are conducted to obtain supporting data from relevant documents, such as job descriptions, performance reports, and company regulations.

Data analysis is the process of systematically searching and compiling data obtained from interviews, field notes and documentation (Sugiyono, 2018:482). Data analysis is carried out using qualitative data analysis techniques. Data obtained from interviews, observations, and documents will be transcribed, then coding will be carried out to identify themes that appear repeatedly. Furthermore, these themes will be grouped and interpreted to build a comprehensive understanding of the phenomena being studied.

## **RESULTS AND DISCUSSION**

This study interviewed five people who worked at the Jamrud Biru Foundation Rehabilitation Center, Bekasi. Participants consisted of four men and one woman. They were the owner of the Foundation, the manager of the Foundation, medical personnel, nursing staff and administration. The results of the interviews with the five participants were presented in the form of transcripts, then imported into NVivo 12 software for further analysis.

The “Word Frequency Search” feature in NVivo allows researchers to visually see the most frequently occurring words in the research data, as shown in Figure 1. The word “patient” dominates the participants’ conversations with a frequency of 1.89% of the total data, followed by the words “performance”, “foundation”, “organization”, “service”, “rehabilitation” and “program”, indicating that the main focus in the Jamrud Biru Foundation rehabilitation center is on the quality of services provided to patients. In addition, the words “competence” and “discipline” also appear with a fairly high frequency, indicating a correlation between workforce competence and the quality of services provided.



Figure 1. Most Frequently Appearing Words from the Data

After getting an overview of the word cloud, the researcher conducted a more specific text search using the "Text Search Query" feature in NVivo to understand the context of the use of these words. In this study, the researcher wanted to understand the use of the word "performance" as one of the most dominant words and is a keyword in this study. This word tree image illustrates the complexity of variables that affect performance, where performance is not only influenced by individual factors, but also by the wider work environment. The results of the subsequent analysis are presented in the form of a word tree visualization.

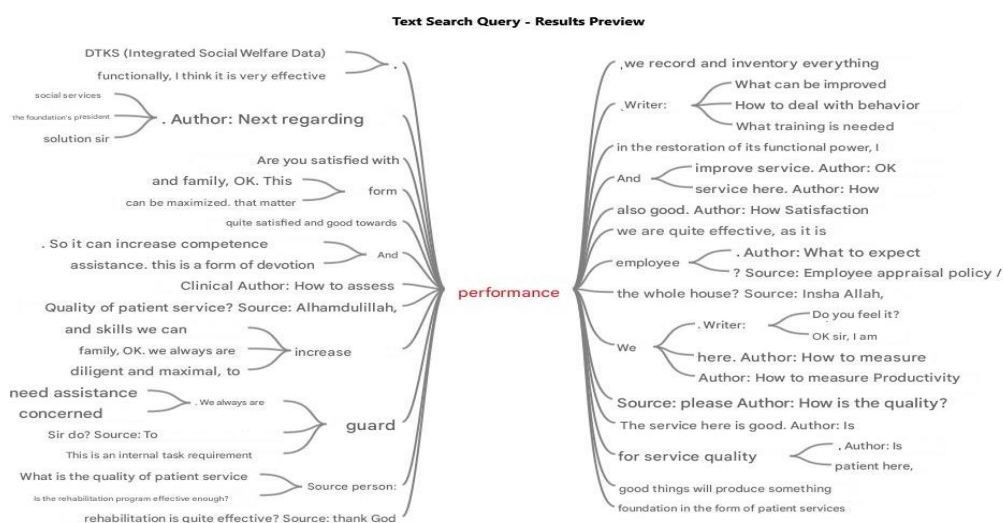
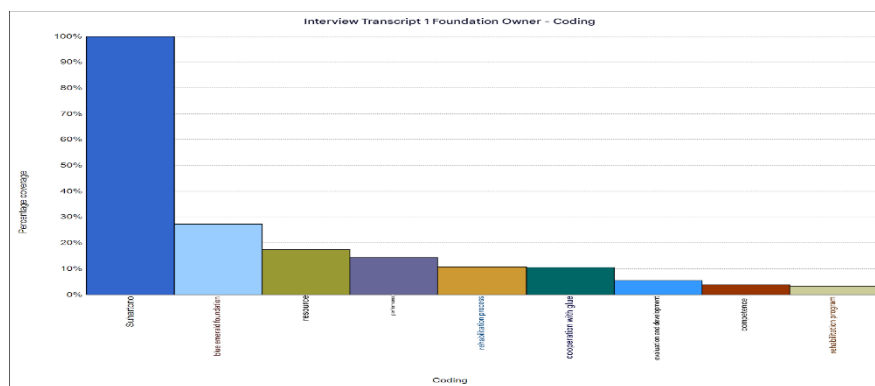


Figure 2. Word Tree of the Use of the Word “Performance”

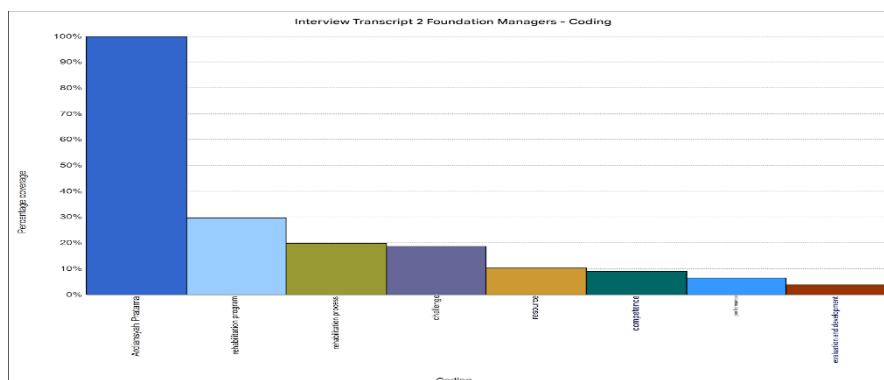
Through the exploration of the word tree feature, information was obtained that the concept of performance is the result of interactions between various internal and external factors. The results of Supriyadi's research. N.Y and Sarino. A (2019:2656) show that competence and work discipline have an influence on improving employee performance in an organization. This is in line with the findings in the word tree which show a close relationship between performance and competence and discipline. Sopian Sauri in assisting in caring for patients: "Must understand and be able to understand what they [patients] mean, because what he talks about is not necessarily what he feels, so knowledge, skills and experience are very much needed in carrying out his duties". In line with that, Sitompul et al. (2021:918). Employee competence and work discipline have a significant positive influence on the performance produced.

Not only as a visualization tool, word cloud and word tree also play an important role in the coding or labeling process, which are then grouped into certain themes in the nodes menu in NVivo 12. These themes are in line with the focus and research questions. The results of the theme identification from the statements of the five participants can be seen in Figure 3.



**Figure 3. Themes from Participant 1's Coding Results**

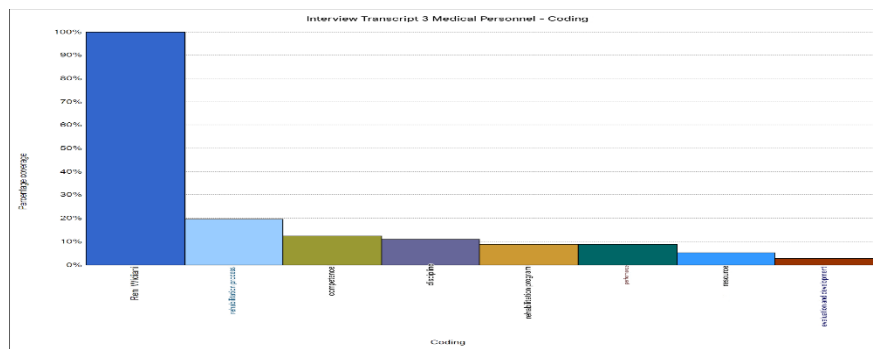
Analysis of the interview transcript with the owner of the Jamrud Biru Foundation shows that Mr. Suhartono as the owner of the foundation has great attention to various aspects of organizational management. The coding results show that the interview focused on the resources owned by the foundation and how these resources can be used to achieve organizational goals.



**Figure 4. Themes from Participant 2's Coding Results**

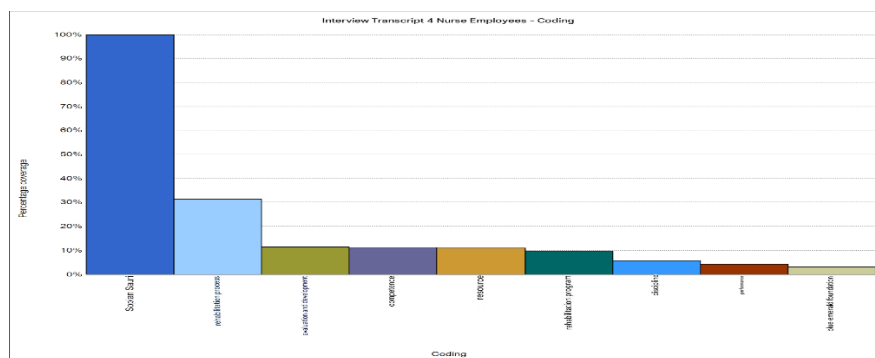
Analysis of the interview transcript with Mr. Ardiansyah Pratama as the foundation manager shows that the rehabilitation program is the main focus of the discussion. The coding results show that the interview focused on various aspects of managing the rehabilitation

program, from the implementation process to evaluation and development.



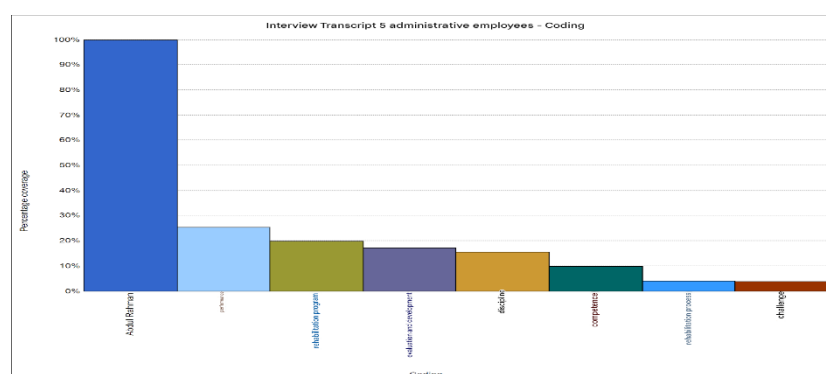
**Figure 5. Themes from Participant 3's Coding Results**

Analysis of the interview transcript with Mrs. Reni Widiani as a medical worker shows that the rehabilitation process is the main focus of the discussion. This is in line with the role of medical personnel in implementing the rehabilitation program. The coding results show that medical personnel are very involved in various aspects of the implementation of the rehabilitation program, from the implementation process to evaluation.



**Figure 6. Themes from Participant 4's Coding Results**

Analysis of the interview transcript with Mr. Sopian Sauri as a nurse shows that the rehabilitation process is the main focus of the discussion. This is in line with the role of nurses in implementing rehabilitation programs. The coding results show that nurses are very involved in various aspects of implementing rehabilitation programs, from the implementation process to evaluation.



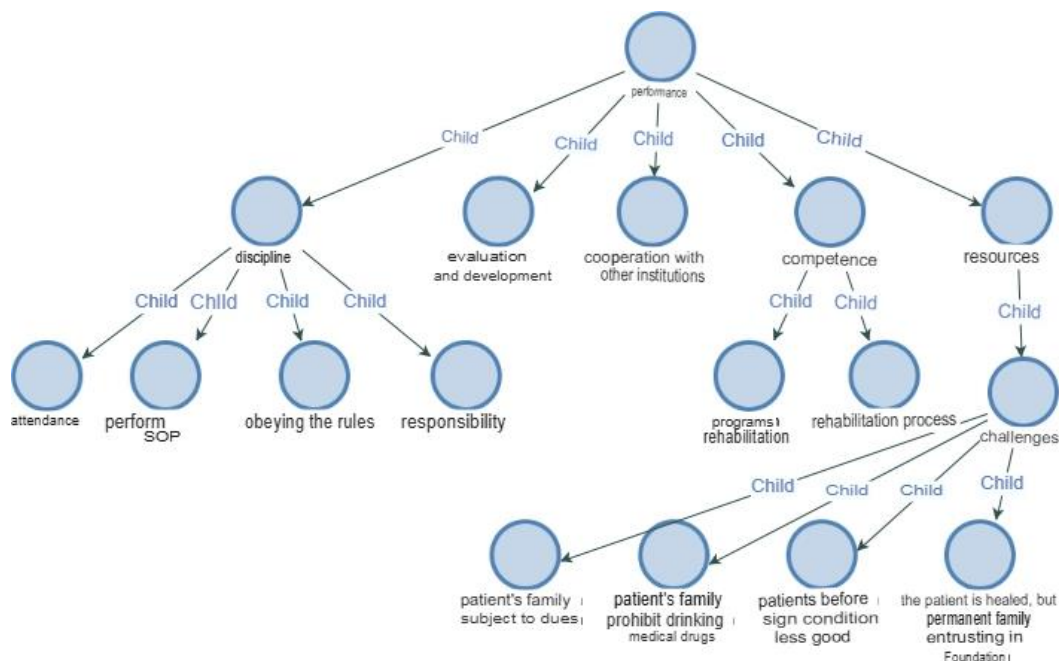
**Figure 7. Themes from Participant 5's Coding Results**



Analysis of the interview transcript with Abdul Rahman as an administrative employee shows that performance is the main concern of the employees. This is reflected in the highest frequency of the word 'performance' in the graph. The coding results show that the rehabilitation program is the main focus in discussions with employees. This indicates the importance of the rehabilitation program in the context of their work.

From the five interviews involving administrative staff, foundation managers, medical staff, and nurses, there were several main themes that emerged consistently. All groups of respondents showed great concern for the rehabilitation program. This shows that the rehabilitation program is at the core of the organization's activities and is a primary focus for all parties involved. Both administrative staff, foundation managers, medical staff, and nurses have a high awareness of the importance of performance and development. This is reflected in the frequent appearance of keywords such as "performance", "evaluation", and "development".

Next, the researcher presents the performance criteria of the Jamrud Biru Foundation through a project map that can be seen in Figure 4. This project map is built based on themes that have been identified from the coding process. This project map will be very useful for digging deeper and visualizing the relationship between data. Based on the project map that was created, five performance indicators of the foundation were obtained, namely discipline, evaluation and development, cooperation with other institutions, competence, and resources.



**Figure 8. Project Map of Performance Factors of Jamrud Biru Foundation**

Sopian Sauri: "discipline is service and care according to SOP handling according to AD/ART, being present every day and on time and never violating the rules". In line with Sutrisno (2019:86) who argues that Discipline shows a condition or attitude of respect that exists in employees towards the regulations and provisions of the agency. Another informant said that discipline is being responsible for the tasks given properly. This is supported by Farida and Hartono (2016:41) that good discipline reflects a person's great sense of responsibility for the tasks given to him.

Suhartono: "Evaluation and development are employee/mentor assessment policies are rules from the head of the Foundation, where there are daily evaluations, monthly evaluations in monitoring the tasks given by the head in handling inmates. Employees are given 30 points

in one month, and the assessment of the daily evaluation is lacking, increasing or not the tasks carried out will be seen from the number of points at the end of the month". According to Ajat Rukajat (2018: 2) evaluation is a process of determining decisions about the quality of an object or activity by involving consideration of values based on data and information that is collected, analyzed, and interpreted systematically. While development is a process used to develop and evaluate educational products (Setyosari, 2016: 277).

Cooperation with Agencies, Institutions and Communities. Suhartono: "For our Agencies under the auspices of the Ministry of Social Affairs, Ministry of Health, Ministry of Law and Human Rights, Provincial Social Services, City Social Services, City Health Services. We also cooperate with the City and Regional Police. For Institutions we cooperate with the Social Welfare Institution (LKS), for Health institutions we have an MoU with Jati Sampurna Regional Hospital, 2 Health Centers in the Mustikasari (Kel) and Mustikajaya (Kec) areas. And several communities, such as the community formed by the National Disability Commission, the Community of People with Disabilities". According to Koesnadi (Sriwilujeng, 2018:54) the benefits of cooperation are to encourage competition, so that goals can be achieved by increasing productivity.

By having the appropriate competencies, employees can complete their work more smoothly and efficiently. Reni: "Competence through knowledge and experience really supports us. Counseling training by lecturers at YAI University Jakarta, handling of sanitation and transmission of skin diseases by the self-knowledge community, a group of several doctors in Jakarta". According to Hutapea and Thoha (Nguyen et al., 2020:655) Competence is the capacity that exists in a person that can make that person able to fulfill what is needed by work in the organization.

Resources are generally defined as something that is considered to have economic value. It can be said that resources are anything that can be used to meet human needs and desires. Abdul Rahman: "We use cross-subsidies, we charge administrative fees to patients who have families, but it is a matter of deliberation. The Jamrud Biru Foundation was established in 2009 and moved in 2014. This is because the foundation is still under lease/contract status". In accordance with Grima and Berkes (1989) who said that resources are assets to fulfill human satisfaction and utility.

Performance is a result of work achievement or an employee's work results based on the quantity and quality they want to achieve. Ardiansyah: "As the manager of the foundation, the foundation's performance has been good so far. It is proven that many ODGJ patients recover each year. In 2021, 31 patients recovered, in 2022, 59 patients recovered, in 2023, 44 patients recovered and in 2024, 45 patients recovered. In the future, our program is that 3 to 8 patients can recover per month. That is an employee's performance achievement in carrying out their duties". In line with Adhari (2020:77) that employee performance is a result produced from the function of a particular job or an activity in a particular job for more or less a certain period of time, which can show the quality and quantity of the work. Although the foundation realizes that there are still many shortcomings, especially in terms of resources. The evaluation and development of the foundation and the targets of cooperation with agencies and institutions are carried out to overcome existing challenges.

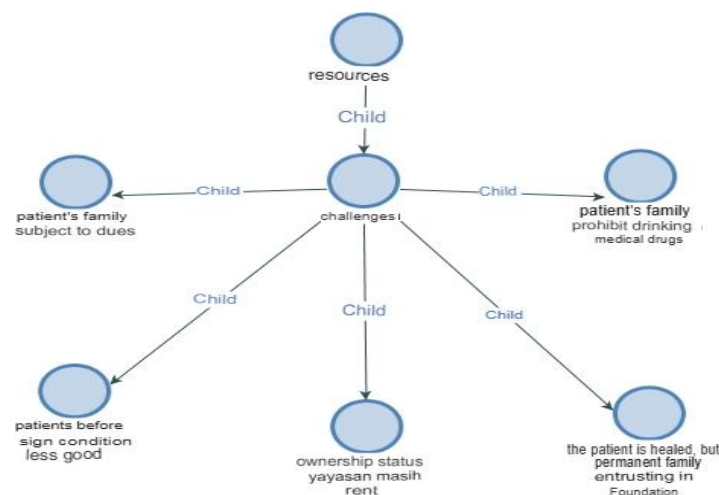




**Figure 9. Performance Indicator Hierarchy Diagram**

In addition to the five performance criteria of the foundation, the coding results also produced themes about factors that influence performance. This diagram shows that Performance is the main concept which is then divided into several more specific subconcepts. Influence in this case is interpreted as something that can support or hinder the foundation from providing perfect service quality. The diagram above shows that performance in this context is influenced by various factors, including discipline, evaluation, cooperation, competence, resources, and implementation of rehabilitation programs. Optimal performance can be achieved through a combination of individual discipline, competence development, and the availability of adequate resources.

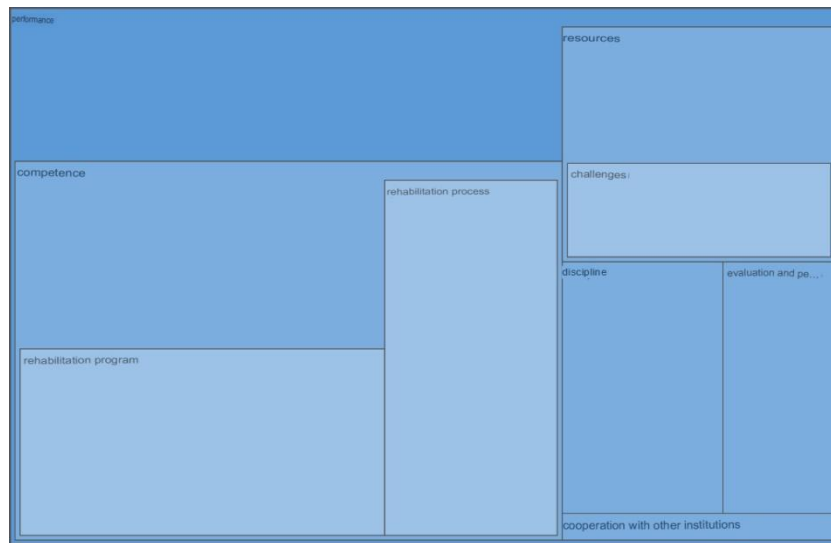
Based on the diagram above, High competence in program implementers will improve the quality of services provided. Discipline in implementing established procedures and schedules will minimize the risk of errors. The availability of sufficient resources will support the smooth implementation of the rehabilitation program.



**Figure 10. Project Map Challenges on Foundation Resources**

Based on the diagram above, it shows that limited resources can cause various challenges in providing services to patients, especially those related to the patient's family. The challenges faced in this program are often related to financial aspects and family support.

Limited resources can cause the patient's family to have difficulty paying for treatment costs, which can cause a heavy financial burden. Lack of resources can hinder efforts to provide psychological support to the patient's family who are facing difficult conditions.



**Figure 11. Hierarchical Tree Map Diagram of Factors Affecting Foundation Performance**

This diagram provides a comprehensive overview of the factors that influence the success of a rehabilitation program. Here are some relationships between factors that can be identified and explained in more depth.

**Relationship between Competence and Rehabilitation Process.** Adequate competence will ensure that the rehabilitation process of the Jamrud Biru foundation runs effectively and efficiently. Employees who have relevant competence will be able to design, implement, and evaluate rehabilitation programs well. The reciprocal influence is that a structured and sustainable rehabilitation process can improve the competence of professional staff through experience and continuous learning.

**Relationship between Rehabilitation Programs and Performance.** There is a cause-and-effect relationship. A well-designed and consistently implemented rehabilitation program will result in better performance. A relevant and effective program will have a positive impact on ODGJ patients. Program performance can be measured through various indicators, such as changes in patient behavior, improved quality of life, and achievement of rehabilitation program goals.

**Relationship between Resources and Rehabilitation Process.** The availability of adequate resources, such as funds, equipment, and manpower, will support the smooth running of the rehabilitation process. Effective resource management will increase program efficiency and maximize the results achieved.

**Relationship between Challenges and Discipline.** Is a test of Quality. Challenges that arise in the implementation of the program will test the level of discipline and commitment of the employees of the Jamrud Biru foundation. Disciplined employees will be able to overcome challenges well and adapt to changes that occur.

**Relationship between Evaluation and Development and Performance.** Periodic evaluation of the foundation will provide valuable information to improve and develop the foundation's programs. Programs that are responsive to evaluation results will continue to experience improved foundation performance.

**Collaborative Relationships with Other Institutions and Resources.** Collaboration with other institutions such as the Ministry of Social Affairs, Ministry of Health, Social Services

and other parties can expand access to needed resources, such as experts, facilities and funds. A strong collaborative network will strengthen rehabilitation programs and improve outcomes.

## CONCLUSION

Based on the results of research that has been conducted on employee performance at the Jamrud Biru Foundation Rehabilitation Center, it can be concluded that there is a significant relationship between competence, work discipline, and other factors such as resources, cooperation with other institutions, and implementation of rehabilitation programs on the overall performance of the center.

The Relationship between Competence and Rehabilitation Process is a reciprocal relationship, where a structured and sustainable rehabilitation process can improve the competence of professional staff through continuous experience and learning. The Relationship between Rehabilitation Program and Performance is a cause-and-effect relationship, where relevant and effective programs will have a positive impact on program participants. The Relationship between Resources and Rehabilitation Process is a support relationship, where the availability of adequate resources will support the smooth running of the rehabilitation process and maximize the results achieved. The Relationship between Challenges and Discipline is a test of quality, where challenges that arise in the implementation of the program will test the level of discipline and commitment of the implementing team. The Relationship between Evaluation and Development and Performance is in the form of evaluation, where evaluations conducted periodically will provide valuable information to make improvements and develop the program. The Relationship between Cooperation with Other Institutions and Resources can expand access to the resources needed, so that a strong network of cooperation will strengthen the rehabilitation program and improve results.

Jamrud Biru Foundation Rehabilitation Center has a strong focus on the quality of service to patients, as reflected in the frequency of occurrence of words such as "patients", "services", and "rehabilitation". Employee competence and work discipline are key factors in providing quality services. Competent and disciplined workers are able to carry out their duties well and effectively. Performance is not only influenced by individual factors (competence, discipline), but also by external factors such as resources, cooperation with other institutions, and implementation of rehabilitation programs. Limited resources are one of the main challenges faced by rehabilitation centers, especially in terms of financing and support for patient families.

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