



## **The Influence of Social Interaction, Skills, and Supervision on The Performance of Employees at Batu Bara District Human Resources**

**Sofian Hadi, Rama Desfika, Muhammad Azwar, M. Sumihar Sirait, Safrida & Zenni Riana**

Magister Manajemen Fakultas Ekonomi Dan Bisnis, Universitas Islam Sumatera Utara, Indonesia

### **Abstract**

This examination means determining the impact of social association, abilities, and management on the presentation of the Batu Bara Regime Faculty and HR Improvement Organization representatives. The example in this examination was all representatives of the Batu Bara Rule Faculty and HR Improvement Organization, adding up to 49 individuals. The information examination strategy in this exploration is Various Direct Relapses. Social interaction has a positive and significant impact on employee performance, according to the findings of this study: employee performance is partially and significantly impacted by skills; fractional oversight significantly affects representative execution; and social cooperation, abilities, and oversight at the same time affect representative execution.

**Keywords:** Social Interaction; Skills; Supervision; Performance;

**How to Cite:** Hadi, S., Desfika, R., Azwar, M., Sirait, M.S., Safrida & Riana, Z., (2024), The Influence of Social Interaction, Skills, and Supervision on The Performance of Employees at Batu Bara District Human Resources. *Jurnal Ilmiah Manajemen dan Bisnis (JIMBI)*, 5(1) 2024: 140-147

\*E-mail: [sufrida@fe.uisu.ac.id](mailto:sufrida@fe.uisu.ac.id)

ISSN 2550-1305 (Online)



## **INTRODUCTION**

Worker execution assumes a significant role in an association because to accomplish the objectives of an association, the help of representatives who are equipped in their field is required. By the authority and responsibility of each employee in achieving organizational goals, administrative services with maximum improved performance can be achieved in an organization. Execution is the aftereffect of work that can be accomplished in quality and amount with full liability that is not entirely set in stone and settled upon inside an association. An organization's implementation and achievement of desired goals must also be considered in terms of performance. Gifted and solid representatives are expected to apply all administration exercises as of now. To support the organization's vision and mission, employee performance must be taken into consideration and improved appropriately (Anggraini et al., n.d.; Prakoso & Suharyanto, n.d.; Sidabutar et al., 2023; Tandiawa et al., n.d.). One indicator of an office's success is performance. With great and astounding execution, it shows regardless of whether the workplace can contend. Execution is an authoritative way of behaving that is straightforwardly connected with hierarchical exercises. The meaning of representative execution is the quality and amount of work results accomplished by a representative in completing his obligations as per the obligations given to him. Data about hierarchical execution is something vital to use to assess whether the work processes in the association so far are by the normal objectives or not.

As a result, it can be deduced that optimal and consistent performance is not random. It has gone through stages with great execution and the most extreme work to accomplish it. Without great execution on the board, conceivable great outcomes are bogus, so achievement is an occurrence that does not depend on major areas of strength. Overseeing execution so the exhibition interaction can run well requires focusing on a few significant viewpoints, including discipline, which is a device utilized by chiefs to speak with workers so they will change conduct and work to expand an individual's mindfulness and eagerness to conform to every hierarchical guideline and material standard. Execution is firmly connected with representative work discipline. The better the representative's discipline, the higher the work execution they can accomplish. Without great worker discipline, it is challenging for associations to accomplish ideal outcomes (Br.Ginting, 2023; Daulay & Kalsum, 2021).

The phenomenon seen in the Batu Bara Regency Personnel and Human Resources Development Agency in improving performance is not as expected. Researchers try to observe the problems in the field, namely the abilities and skills of employees in carrying out their functions and duties competently. The employees' performance in carrying out their daily work routine appears to be low; this can be seen from the employee's enthusiasm when they enter an ordinary work environment and the look of boredom on their faces. There is a slightly loose relationship between employees and a low frequency of supervision carried out on employees' work. In initial observations, the performance of employees at the Batu Bara Regency Personnel and Human Resources Development Agency is still quite low. This can be seen from the employee SKP, which is not good enough and has not achieved organizational targets.

According to (Mayers, 2012), social interaction is a relationship between two or more people in which one person's behavior influences, changes, or improves the behavior of another person, or vice versa. As per (Partowisastro, 1983), social communication is a social relationship that can lay out different sorts of dynamic social connections, whether the relationship is between people, endless gatherings, or people and gatherings. In the interim, (Ahmadi & Supriyono, 2008) states that social cooperation is a connection between at least two people, where the way of behaving of one individual impacts, changes, or works on the way of behaving of another individual or the other way around. In (Nasrullah, 2015): Social communication is characterized as powerful proportional social connections independently, among gatherings, and among individuals and human gatherings.

As indicated by (Bateman & Snell, 2012), make sense of "Abilities are important for the information on the board, which is a bunch of practices pointed toward finding and using scholarly information sources from associations to use the mental prowess of individuals in the association completely". Skills are the ability to perform a variety of tasks, which are acquired through self-development through training and experience (Hapsari & Ma'mun, 2017). According to (Arifudin et al., 2020), "a significant authoritative part is work or position. To accomplish hierarchical

objectives, it is important to decide the kinds of work that should be done as per the abilities moved by representatives."

Things that might happen should be resolved right away, so remedial moves can be initiated (Himawati, 2021). Consequently, through management, it very well may be checked how much deviations, abuse, releases, lacks, squander, waste, misappropriation, and different deterrents will emerge from now on (Kencana, 2000). Mockler (PATI, 2016) thinks that management supervision is a methodical effort to set implementation standards with planning objectives, design information systems, provide feedback, compare actual activities to standards that have already been established, identify and quantify deviations, and take the necessary corrective action to guarantee that all organizational resources are utilized effectively and efficiently to achieve organizational goals.

The terms "performance" come from "job performance" and "actual performance," respectively, which refer to actual accomplishments at work. Execution (work accomplishment) is the aftereffect of work as far as quality and amount accomplished by a representative in completing his obligations as per the obligations given to him (Mangkunegara, 2011). Execution is the consequence of work, both quality and amount, delivered by representatives or the genuine conduct shown as per the obligations given to them. As per (Runtunuwu et al., 2015), execution in an association is the response to the achievement or disappointment of the authoritative objectives that have been set. A representative's presentation is a singular matter because every worker has an alternate degree of capacity for completing their obligations. Representative execution can be improved by giving a genuine model from a pioneer, inspiring representatives and continuously focusing on representatives at work. (Siagian, 2008) states that presentation is viewed as the result of increasing capacity and inspiration. Capacity alludes to an individual's capacity to complete specific errands, while inspiration alludes to a singular's craving to show conduct and eagerness to attempt. Individuals will go about their best responsibilities, assuming they have the will and want to complete that undertaking well.

## **RESEARCH METHOD**

As per (Arikunto & Lia, 2017), the populace is the entirety of examination subjects. Therefore, the term "population" refers to all individuals who will serve as research subjects and share similar characteristics despite a low degree of similarity. In the interim, (S. Sugiyono, 2016b) populace is speculation comprising of items or subjects that have specific characteristics that are still up in the air by scientists to be concentrated and afterward ends drawn. A sample is an example or subset of a population that is thought to be representative of that population. Because of this, any information this sample produces can be thought to be representative of the entire population. (Arikunto & Lia, 2017) accepts that the example is part of or a delegate of the populace examined. In the meantime, as per (Sugiyono, 2016a), the example is essential for the number and qualities of the populace.

The examining strategy is a course of choosing a number from the populace to have the option to address the populace. Examining procedures are different techniques used to gather tests that suit all exploration subjects. In this exploration, the technique used to examine the information is a distinct factual examination. As indicated by (D. Sugiyono, 2017), the elucidating examination is "measurements used to dissect information by portraying or outlining the information that has been gathered for what it's worth without the aim of making general ends or speculations."

## **RESULT AND DISCUSSION**

The Batu Bara Regency Regional Personnel Agency is one of the regional technical institutions tasked with carrying out regional personnel management. Before the enactment of regional autonomy as a consequence of the implementation of Law No. 22 of 1999 concerning regional government, personnel matters were carried out by the organizational unit in the Regional Secretariat, namely the Personnel Bureau. However, after regional autonomy was implemented, where regions were given the authority to manage personnel matters in their regions, personnel matters were carried out by a regional technical institution. Guided by Presidential Decree No. 159 of 2000 concerning Guidelines for the Establishment of Regional Civil

Service Bodies, the North Sumatra Provincial Government established a Regional Civil Service Agency with North Sumatra Province Regional Regulation No. 9 of 2008 concerning Organizational Establishment and Work Procedures of Agencies and Offices within the North Sumatra Provincial Government.

### Validity test

The legitimacy test is completed to see if the estimating instrument that has been arranged can be utilized to quantify what is to be estimated precisely. The legitimacy of an instrument portrays the degree of capacity of the estimating instrument used to uncover something, which is the primary objective of estimation. If the instrument can gauge the variable being estimated, it is called legitimate, and alternately, assuming it can't quantify the variable being estimated, it will be called invalid. Testing the legitimacy of the instrument utilizes Expert Connect Bivariate to track down the relationship coefficient from Pearson Item Second with SPSS. Then, at that point, it is contrasted with the rtable incentive for  $\alpha = 0.05$  with levels of opportunity ( $dk=n-2$ ) to acquire rtable. For explanation things with a relationship coefficient esteem ( $r_{count} > r_{table}$ ), the assertion thing is pronounced legitimate. Since the number of respondents utilized for the legitimacy test was 49 individuals, the rtable worth is still up in the air from  $dk = n-2 = 49-2 = 47$ . The r table worth with  $dk = 47$  is 0.282. Thus, on the off chance that  $r_{count} > 0.282$ , the inquiry is declared legitimate.

**Table 1. Variable Validity Test Results (X1)**

Variable	r <sub>count</sub>	r <sub>table</sub>	Description
1	0,442	0,282	Valid
2	0,391	0,282	Valid
3	0,916	0,282	Valid
4	0,916	0,282	Valid
5	0,661	0,282	Valid
6	0,442	0,282	Valid
7	0,573	0,282	Valid
8	0,916	0,282	Valid
9	0,420	0,282	Valid
10	0,288	0,282	Valid

**Table 2. Variable Validity Test Results (X2)**

Variable	r <sub>count</sub>	r <sub>table</sub>	Description
1	0,455	0,282	Valid
2	0,394	0,282	Valid
3	0,868	0,282	Valid
4	0,868	0,282	Valid
5	0,673	0,282	Valid
6	0,455	0,282	Valid
7	0,491	0,282	Valid
8	0,868	0,282	Valid
9	0,346	0,282	Valid
10	0,394	0,282	Valid

**Table 3. Variable Validity Test Results (X3)**

Variable	r <sub>count</sub>	r <sub>table</sub>	Description
1	0,399	0,282	Valid
2	0,649	0,282	Valid
3	0,686	0,282	Valid
4	0,686	0,282	Valid

5	0,636	0,282	Valid
6	0,423	0,282	Valid
7	0,460	0,282	Valid
8	0,686	0,282	Valid
9	0,424	0,282	Valid
10	0,649	0,282	Valid

**Table 4. Variable Validity Test Results (Y)**

Variable	r <sub>count</sub>	r <sub>table</sub>	Description
1	0,730	0,282	Valid
2	0,607	0,282	Valid
3	0,452	0,282	Valid
4	0,730	0,282	Valid
5	0,404	0,282	Valid
6	0,607	0,282	Valid
7	0,607	0,282	Valid
8	0,626	0,282	Valid
9	0,621	0,282	Valid
10	0,626	0,282	Valid

Based on tables 1 to 4, all statements in each variable have a coreccted item correlation (r<sub>count</sub>) value greater than r<sub>table</sub>.

### Reliability Test

Instrument consistency portrays the relentlessness of the surveying instrument utilized. An exploring instrument is said to have high unfaltering quality or can be depended on the off chance that the instrument is steady, so it will for the most part be depended upon (devotion) and can be utilized to foresee (consistency). The Cronbach Alpha technique was used for the faithful quality test in this examination. Consistent quality is assessed by how much reevaluation measures yield solid results. The made alpha coefficient concludes whether the data is dependable; data that is just around 1 (one) is considered to have high dauntlessness. A regard for the Cronbach Alpha coefficient that is near one shows that the outcomes are hard to miss, so they are alluded to as having high consistent quality. The data ought to be precise expecting that the base Cronbach's respect for the Cronbach's alpha coefficient is 0.60. For the steadfast quality test in this review, the SPSS program was utilized.

**Table 5. Variable Reliability Test**

Variable	Cronbach's Alpha	N of Items	Reabilitas Status
X <sub>1</sub>	0,820	10	Reliable
X <sub>2</sub>	0,793	10	Reliable
X <sub>3</sub>	0,772	10	Reliable
Y	0,795	10	Reliable

In light of the table above, it very well may be seen that the Cronbach alpha incentive for all factors goes from 0 to 1 and will in general be more like 1, hence all things in the estimation instrument can be sorted as truly solid.

### Hypothesis testing

During the evaluation of this data, the author will test all or a portion of the hypothesis. In addition, the author uses PC software, specifically the SPSS for Windows program, to search for the necessary characteristics, yielding the following information results to facilitate evaluation of this data:

**Table 6. Regression Coefficient Statistical Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	3.545	4.278		.829	.412
Interaksi.Sosial	.228	.073	.259	3.109	.003
1					
Keterampilan	.363	.072	.453	5.032	.000
Pengawasan	.386	.083	.422	4.670	.000

a. Dependent Variable: Kinerja

Based on Table 6, the following regression equation can be created:

$Y = 3.545 + 0.228X_1 + 0.363X_2 + 0.386X_3$  + The equation above explains that the coefficient  $X_1$  (social interaction) has a positive value, namely 0.228. This shows that the social interaction variable has a positive influence on employee performance. If each employee's social interaction is good, it will have a positive impact on the performance of employees of the Batu Bara Regency Personnel and Human Resources Development Agency. Based on the equation above, the coefficient  $X_2$  (skill) also has a positive value, namely 0.363. This shows that the skill variable has a positive influence on employee performance. Based on the equation above, the coefficient  $X_3$  (supervision) also has a positive value, namely 0.386. This shows that the supervision variable has a positive influence on employee performance. This means that if a leader in his organization can pay attention to the social interactions of each employee, can also see employee skills according to the job, and always pays attention to employee supervision, this will have a positive impact on employee performance at the Batu Bara Regency Personnel and Human Resources Development Agency.

### Hypothesis Testing with F Test

The consequences of speculation testing on the synchronous impact of human asset advancement, discipline, and occupation qualities on work execution should be visible in the table below:

**Table 7. Simultaneous Test Results (F Test)**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	44.595	3	14.865	35.828	.000b
1 Residual	18.670	45	.415		
Total	63.265	48			

In the table above, it can be seen that the Fcount value is 35,828 and the significance value is 0.000b. It is known that the Ftable value with a 95% confidence level ( $\alpha: 0.05$ ) is 2.790. Therefore, the value of Fcount > Ftable (35,828 > 2.790) means  $H_0$  is rejected and  $H_a$  is accepted. The hypothesis in this research is that social interaction, skills, and supervision simultaneously have a positive and significant effect on the performance of employees of the Batu Bara Regency Personnel and Human Resources Development Agency.

### CONCLUSION

Social interaction partially has a positive and significant effect on the performance of Batu Bara Regency personnel and Human Resources Development Agency employees. Skills partially have a positive and significant effect on the performance of Batu Bara Regency personnel and Human Resources Development Agency employees. Partial supervision has a positive and significant effect on the performance of Batu Bara Regency personnel and Human Resources Development Agency employees. Social interaction, skills, and supervision simultaneously have a positive and significant effect on the performance of Batu Bara Regency personnel and Human Resources Development Agency employees. The R-square value in the results of this research is 0.705. This shows that 70.5% of employee performance variables at the Batu Bara Regency Personnel and Human Resources Development Agency are explained by social interaction, skills, and supervision variables, while the remaining 29.5% were not researched.

## REFERENCES

- Ahmadi, A., & Supriyono, W. (2008). Psikologi Belajar (Edisi Revisi II). Jakarta: PT Rineka Cipta.
- Anggraini, D., Sulaiman, F., Hartono, B., & Suharyanto, A. (n.d.). *Analysis of Factors that Influence Employee Performance Dissatisfaction at UD Tito Medan*.
- Arifudin, O., Sofyan, Y., & Tanjung, R. (2020). Studi Kelayakan Bisnis Telur Asin H-Organik. *Jurnal Ecodemica*, 4(2), 341–352.
- Arikunto, S., & Lia, Y. (2017). *Manajemen Pendidikan*. cet. Ke.
- Bateman, T. S., & Snell, S. A. (2012). Manajemen: Kepemimpinan dan Kalaborasi Dunia yang Kompetitif. *Salemba Empat*.
- Br.Ginting, E. W. (2023). Pengaruh Gaya Kepemimpinan dan Budaya Kerja terhadap Motivasi Pegawai Pada PT. PLN (Persero) Berastagi. *Economics, Business and Management Science Journal*, 3(1), 1–12. <https://doi.org/10.34007/ebmsj.v3i1.338>
- Daulay, A., & Kalsum, E. U. (2021). Pengaruh Budaya Organisasi Dan Gaya Kepemimpinan Terhadap Kinerja Guru Swasta di Medan. *Economics, Business and Management Science Journal*, 1(2), 106–111.
- Hapsari, I., & Ma'mun, S. Z. (2017). Aplikasi Pembukuan Keuangan Sederhana bagi Peternak Usaha Ayam Potong di Desa Amoito Kecamatan Ranomeeto Kabupaten Konawe Selatan. *Amaliah: Jurnal Pengabdian Masyarakat*, 1(1), 91–103.
- Himawati, U. (2021). *Pengaruh Pengetahuan Kewirausahaan, Motivasi, dan Efikasi Diri Terhadap Minat Berwirausaha Pada Mahasiswa Ekonomi Syariah IAIN Kudus Angkatan 2016-2017*. IAIN KUDUS.
- Kencana, I. (2000). Alquran dan Ilmu Administrasi. Jakarta: Rineka Cipta.
- Mangkunegara, A. A. A. P. (2011). *Manajemen sumber daya manusia perusahaan*.
- Mayers, D. G. (2012). Psikologi sosial. Jakarta: Penerbit Salemba Humanika.
- Nasrullah, R. (2015). Media sosial: Perspektif komunikasi, budaya, dan sosioteknologi. Bandung: Simbiosis Rekatama Media, 2016, 2017.
- Partowisastro, K. (1983). *Dinamika psikologi sosial*.
- PATI, U. D. A.-B. S. (2016). *PENGARUH PENGAWASAN DAN LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN (STUDI KASUS PADA*.
- Prakoso, L. Y., & Suharyanto, A. (n.d.). *The Influence of Professionalism, Competence on Employee Performance through Education and Training (DIKLAT) in Class I Correctional Center (BAPAS) Makassar*.
- Runtuuwu, H. J., Lapijan, J., & Dotulong, L. (2015). Pengaruh disiplin, penempatan dan lingkungan kerja terhadap kinerja pegawai pada badan pelayanan perizinan terpadu kota manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 3(3).
- Siagian, S. P. (2008). Manajemen sumber daya manusia. Jakarta: Bumi Aksara.
- Sidabutar, M. S. D., Suharyanto, A., & Kurniaty, E. Y. (2023). *The Effectiveness of the Performance of State Administrative and Population Civil Servants at the Bandar Sub-District Office, Simalungun Regency, North Sumatra-Indonesia*.
- Sugiyono. (2016a). *Metode Penelitian Pendidikan: Pendekatan Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Sugiyono, D. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan Tindakan*. Alfabeta.
- Sugiyono, S. (2016b). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Tandiawa, D. G., Umar, A., Ilyas, G. B., Prakoso, L. Y., Supartini, N. L., Suharyanto, A., & Batubara, B. M. (n.d.). *The Role of Bureaucracy and Implementation of Educational Policies on Organizational Performance through Service Quality*.
- Ahmadi, A., & Supriyono, W. (2008). Psikologi Belajar (Edisi Revisi II). Jakarta: PT Rineka Cipta.
- Anggraini, D., Sulaiman, F., Hartono, B., & Suharyanto, A. (n.d.). *Analysis of Factors that Influence Employee Performance Dissatisfaction at UD Tito Medan*.
- Arifudin, O., Sofyan, Y., & Tanjung, R. (2020). Studi Kelayakan Bisnis Telur Asin H-Organik. *Jurnal Ecodemica*, 4(2), 341–352.
- Arikunto, S., & Lia, Y. (2017). *Manajemen Pendidikan*. cet. Ke.
- Bateman, T. S., & Snell, S. A. (2012). Manajemen: Kepemimpinan dan Kalaborasi Dunia yang Kompetitif. *Salemba Empat*.
- Br.Ginting, E. W. (2023). Pengaruh Gaya Kepemimpinan dan Budaya Kerja terhadap Motivasi Pegawai Pada PT. PLN (Persero) Berastagi. *Economics, Business and Management Science Journal*, 3(1), 1–12. <https://doi.org/10.34007/ebmsj.v3i1.338>
- Daulay, A., & Kalsum, E. U. (2021). Pengaruh Budaya Organisasi Dan Gaya Kepemimpinan Terhadap Kinerja Guru Swasta di Medan. *Economics, Business and Management Science Journal*, 1(2), 106–111.
- Hapsari, I., & Ma'mun, S. Z. (2017). Aplikasi Pembukuan Keuangan Sederhana bagi Peternak Usaha Ayam Potong di Desa Amoito Kecamatan Ranomeeto Kabupaten Konawe Selatan. *Amaliah: Jurnal Pengabdian Masyarakat*, 1(1), 91–103.
- Himawati, U. (2021). *Pengaruh Pengetahuan Kewirausahaan, Motivasi, dan Efikasi Diri Terhadap Minat Berwirausaha Pada Mahasiswa Ekonomi Syariah IAIN Kudus Angkatan 2016-2017*. IAIN KUDUS.
- Kencana, I. (2000). Alquran dan Ilmu Administrasi. Jakarta: Rineka Cipta.

**Sofian Hadi, Rama Desfika, Muhammad Azwar, M. Sumihar Sirait, Safrida & Zenni Riana, The Influence of Social Interaction, Skills, and Supervision on The Performance of Employees at Batu Bara District Human Resources**

- Mangkunegara, A. A. A. P. (2011). *Manajemen sumber daya manusia perusahaan*.
- Mayers, D. G. (2012). Psikologi sosial. *Jakarta: Penerbit Salemba Humanika*.
- Nasrullah, R. (2015). Media sosial: Perspektif komunikasi, budaya, dan sosioteknologi. *Bandung: Simbiosis Rekatama Media, 2016, 2017*.
- Partowisastro, K. (1983). *Dinamika psikologi sosial*.
- PATI, U. D. A.-B. S. (2016). *PENGARUH PENGAWASAN DAN LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN (STUDI KASUS PADA*.
- Prakoso, L. Y., & Suharyanto, A. (n.d.). *The Influence of Professionalism, Competence on Employee Performance through Education and Training (DIKLAT) in Class I Correctional Center (BAPAS) Makassar*.
- Runtuuwu, H. J., Lopian, J., & Dotulong, L. (2015). Pengaruh disiplin, penempatan dan lingkungan kerja terhadap kinerja pegawai pada badan pelayanan perizinan terpadu kota manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 3(3).
- Siagian, S. P. (2008). Manajemen sumber daya manusia. *Jakarta: Bumi Aksara*.
- Sidabutar, M. S. D., Suharyanto, A., & Kurniaty, E. Y. (2023). *The Effectiveness of the Performance of State Administrative and Population Civil Servants at the Bandar Sub-District Office, Simalungun Regency, North Sumatra-Indonesia*.
- Sugiyono. (2016a). *Metode Penelitian Pendidikan: Pendekatan Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Sugiyono, D. (2017). *Metode Penelitian Kuantitatif, Kualitatif, dan Tindakan*. Alfabeta.
- Sugiyono, S. (2016b). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Tandiawa, D. G., Umar, A., Ilyas, G. B., Prakoso, L. Y., Supartini, N. L., Suharyanto, A., & Batubara, B. M. (n.d.). *The Role of Bureaucracy and Implementation of Educational Policies on Organizational Performance through Service Quality*.