

Human Resource Management in Preventing Turnover Intention at Syubbanul Wathon 2 Bandongan Middle School

Dwi Fitria Nur Azizah^{1*}, Ahmad Fuad Hasyim¹, Muhammad Sholikhun¹

¹STAI Syubbanul Wathon Magelang, Indonesia

 dwiifitriaa34@gmail.com*

Abstract

Human resources are an important asset and act as the main driving factor in the implementation of all agency activities, so they need to be managed well through human resource management. Human resource management needs to be implemented in educational institutions as a form of effort to improve the quality of education, especially in the field of teaching staff and education. This research aims to explore human resource management (HR) in preventing turnover intention among Government Employees with Employment Agreements (PPPK). This research uses a descriptive method with a qualitative approach. The research uses primary and secondary data through interviews, observation and documentation as data collection instruments. The results of the research suggest that human resource management can prevent turnover intention at Syubbanul Wathon Bandongan Middle School, namely with 3 policies. This policy has positive synergies as a solution to the PPPK impact. This includes teacher transfer deadline policies, issuance of work agreements, and assessments for teacher empowerment.

Keywords: Human Resource Management, Turnover Intention, Preventing Turnover Intention

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INTRODUCTION

Indonesia is a unitary state with a republican form of government based on a valid constitution, namely the 1945 Constitution of the Republic of Indonesia. All regulations within the Indonesian state are summarized in the 1945 Constitution. Likewise, the educational provisions that apply in this country. Education is one of human needs, without education today's humans would be no different from past generations of humans. E. Sujatmoko, "Citizens' Rights in Obtaining Education," *Constitutional Journal* 7, no. 1 (2016). Therefore, the success of a nation in achieving its goals is not only determined by the abundance of natural resources, but is largely determined by the quality of its human resources.

Human resources (HR) in the education sector are a crucial aspect that determines the quality and effectiveness of the education system. Quality education requires competent, dedicated and prosperous teaching staff and educational staff. HR management plays a role in designing and implementing policies and strategies that ensure the development, management and welfare of teaching staff (Keleaderan et al., 2023; Muslimat,

2023; Sartika, 2024). With good human resource management, educational institutions can meet the National Education Standards and specified competencies (Management et al., 2024; Werdiningsih, 2021), as well as encourage creative and innovative attitudes among educators (Anhar et al., 2023; Astika & Kumala, 2022). This is important to answer demands for improving the quality of education and optimally meeting the educational needs of the community. Therefore, human resource development in education is not only about fulfilling formal legal requirements, but also about creating a work environment that supports the professional growth and welfare of all teaching and education staff.

Government Regulation Number 49 of 2018 concerning Management of Government Employees with Work Agreements states in Article 1 paragraph (4) that Government Employees with Work Agreements (PPPK) are Indonesian citizens who meet certain requirements and are appointed through a work agreement for a certain period of time to carry out their duties. government (Juliani, 2021). Meanwhile, Article 1 paragraph (3) states that State Civil Service Employees (ASN) consist of Civil Servants (PNS) and government employees with work agreements who are appointed by civil service development officials, assigned to government positions or other state duties, and paid according to statutory regulations (Dr. Siti Nurhayati, 2024).

The Government Employee with Work Agreement (PPPK) policy currently in effect has had a major impact on a number of private schools in Indonesia (Juliani, 2021; Parkher & Radjab, 2021; Qomarani, 2020). One of the most pronounced impacts is the teacher crisis in several private educational institutions (Dan Urgensinya & Sulisty Tri Putranto, 2015; Juliani, 2019; Ramadhani & Joesoef, 2020), including the Syubbanul Wathon Foundation. In particular, Syubbanul Wathon Bandongan Middle School, located in Salam 1 Hamlet, Salamkanci, Bandongan, Magelang, felt the direct effects of this policy. The PPPK policy has resulted in the transfer of many qualified teachers from private schools to state schools, thereby disrupting the stability and quality of education in these private schools.

Syubbanul Wathon Bandongan Middle School, as one of the junior secondary education institutions, has been working hard to improve the quality of education through recruiting quality teachers. However, after accepting PPPK, this school experienced a significant decline in Human Resources (HR). A total of 12 teachers who had proven experience, some of whom were part of the school management structure, had to move to state schools. This decline not only has an impact on the quantity of teaching staff, but also on the quality and effectiveness of the work of other teaching staff (Interview with head of curriculum in Magelang, 8 March 2024)

Factors that contribute to the decline in the quality of human resources include the adaptation of new teachers to the PPPK program, differences in work culture between PPPK teachers and permanent employees, and unequal workloads. These differences create challenges for school management in managing human resources optimally. Teachers at Syubbanul Wathon Bandongan Middle School have to adapt to changes that occur in their work environment, which often affect their performance and morale.

At Syubbanul Wathon Bandongan Middle School, there are 60 teaching staff tasked with educating 1,100 students who are divided into 33 study groups. The number of teachers is already considered minimal, and with the loss of 12 teachers, the school now faces more than 24 empty lesson hours every day, considering that one teacher teaches on average around 6 hours per day. This shortage certainly raises concerns about a decline in the quality of education received by students, which in the end could have an impact on their academic achievement (Interview with head of curriculum in Magelang, 8 March 2024).

In facing this situation, HR management at Syubbanul Wathon Bandongan Middle School is working hard to find solutions to minimize the negative impact of the newly established PPPK policy. The steps taken include short-term and long-term strategies to ensure the continuity of optimal teaching and learning processes. These approaches are

very important to maintain the quality of education amidst existing challenges, so that students can continue to receive appropriate and quality education.

METHODS

This type of research is descriptive research. What is meant is to investigate circumstances, conditions or other things that have been mentioned, and the results are presented in the form of a research report. The choice of this type of descriptive research was adapted to the research objective, namely to describe human resource management at Syubbanul Wathon Bandongan Middle School in preventing turnover intention. This research provides a comprehensive picture of what occurs naturally. The approach that will be used is a qualitative approach. Qualitative research is research aimed at describing and analyzing phenomena, events, social activities, attitudes, beliefs, perceptions, thoughts of people individually and in groups. Qualitative research is productive, research allows problems to emerge from the data or is left open to interpretation.

This research was carried out at Syubbanul Wathon 2 Bandongan Middle School located in Salam 1, Salamkanci, Bandongan, Magelang. The choice of this school was based on the fact that during the last three academic years, this school experienced many teacher movements as a result of being accepted as PPPK. Data collection was carried out based on primary data from data in the field using original data collection methods. Primary data can also be defined as data collected from documentation and original sources. In this study, primary data answers were obtained from observations and interviews from the principal, head of curriculum, and head of administration at Syubbanul Wathon Bandongan Middle School. Secondary data is also supporting data obtained from other parties which can provide explanations or support arguments from primary data. Secondary data can be obtained from documents regarding profiles at SMP Syubbanul Wathon 2 Bandongan Magelang, supervisor data, or other data. In qualitative research, data collection is carried out on *natural setting* (natural conditions) primary data sources, and collection techniques rely more on documentation and in-depth interviews (*in depth interview*).

RESULTS AND DISCUSSION

The results and discussion in this case are human resource management at Syubbanul Wathon Bandongan Magelang Middle School with the 2022 teacher PPPK program, that HRM at this school cannot be separated from the policies before PPPK. Based on the research results obtained by the author, this chapter will explain 2 sub-chapters, namely HRM before PPPK and HRM in preventing turnover intention at Syubbanul Wathon Bandongan Middle School. The following is the management that runs at this school:

A. Human Resources Management at Syubbanul Wathon Bandongan Middle School

Human Resources Management (HR) at Syubbanul Wathon Bandongan Middle School is handled by the school Administrative Team (TU) and the deputy principal for curriculum, with direct supervision from the principal. As the highest leader, the school principal has responsibilities in three main aspects, namely workforce recruitment, utilization of existing staff, and workforce development. In essence, teacher management aims to create professional teachers, so that they can form a competent generation. This is in line with the statement by the Principal of Syubbanul Wathon Bandongan Middle School, Mr. Wayan, who stated that:

"At the beginning of every year, the curriculum team maps teacher needs which will be submitted for teacher recruitment to the foundation. The curriculum section collects data, submits it to the principal, and the principal submits a proposal to the foundation to procure new teachers

(Interview with Mr Wayan (Principal) in Magelang, on 02 April 2024.)

The interview was reinforced by several steps taken in managing human resources at Syubbanul Wathon Bandongan Middle School:

1. Human Resources Planning

HR planning at Syubbanul Wathon Bandongan Middle School is the first step in determining workforce needs based on the situation at hand. This HR planning process involves various stages which are carried out through coordination meetings between education units at the Syubbanul Wathon Foundation and the foundation management. One of the important aspects planned is the recruitment of new teachers to replace teachers who had to leave school because they were accepted as PPPK.

2. Provision of Human Resources

Provision/Recruitment of human resources is the addition of teaching and educational staff, namely the Management and Supervisory Board (DPP). From the explanation of the planning above, the author conducted an interview with the head of curriculum that:

"Syubbanul Wathon Bandongan Middle School needs to recruit six teachers, namely a guidance and counseling teacher, a science teacher, 2 mathematics teachers, an Indonesian language teacher and a female sports teacher. The six teachers were previously accepted as PPPK in state schools. Some of them have just started teaching at this school, while others have been teaching for more than two years. "Because there is no clear policy regarding the status of teachers at this school who are accepted as PPPK, the school has to let them move to another school." (Interview with Mr Wayan (Principal) in Magelang, on 02 April 2024)

3. Construction and Development of Human Resources

Coaching aims to achieve minimum standard orientation. At the Syubbanul Wathon Foundation, coaching or what is usually called job training is carried out for 3 months for new mentors in accordance with the foundation's program.

"Every time Syubbanul Wathon Bandongan Middle School accepts new teachers, they are given initial training which includes training in making learning tools, classroom management, as well as an introduction to Islamic boarding school-based school culture.." (Interview with Mr Wayan (Principal) in Magelang, on 02 April 2024)

Training and development is carried out for DPPs who have passed the training. Training is given to DPPs who have worked for less than one year, while development is given to DPPs who have worked for more than 1 year. Training and development is carried out for teachers who meet certain requirements, have dedication, high work performance and obedience.

"The training for teachers who have passed the training includes guidance on making lesson plans, syllabus, Prota, Promes, and this year training has been carried out on learning tools using the Merdeka curriculum."

4. Promotion and Transfer of Human Resources

At the Syubbanul Wathon Foundation, promotions are given to DPPs who excel as a form of appreciation. DPP is divided into two categories: non-permanent DPP and fixed DPP. Non-permanent DPPs are those who have worked for less than 2 years and/or have not received employment status from the foundation. Meanwhile, permanent DPPs are those who have worked for more than 2 years and have obtained employment status from the foundation.

Permanent DPPs are expected to demonstrate high loyalty, full dedication, and performance that meets the standards for permanent DPPs. They must also be willing to work a minimum of 5 days per week, from 07.00 WIB to 15.00 WIB (8 hours), and teach a minimum of 24 hours of lessons every week. In addition, they must be ready to support the success of programs in the education unit.

HR mutation is a transfer of position from one place to another. Currently, Syubbanul Wathon Bandongan Middle School is experiencing a transfer of human resources due to the PPPK policy.

5. Termination of Human Resources

HR dismissals at the Syubbanul Wathon Foundation are divided into 2 types, namely honorable dismissals and dishonorable dismissals.

"At this school, dismissals of human resources are already underway, namely supervisors who are not disciplined are advised to resign, there has never been an honorable or dishonorable dismissal."

(Interview with the head of TU in Magelang, on April 11 2024)

6. Compensation for Human Resources

Compensation is divided into 2 direct and indirect compensation. The compensation that runs at the Syubbanul Wathon Foundation is direct compensation in the form of salaries, wages and incentives. Salary/usually called *bisyaroh* is determined based on teaching hours, duty hours and picket hours. The following is an explanation from the head of TU Syubbanul Wathon Bandongan Middle School:

"Bisyaroh was given to the DPP by the foundation. Bisyaroh is given incompletely to DPPs during the job training period, DPPs who have not fulfilled their obligations to the foundation according to existing regulations, DPPs who are serving sentences due to sanctions from the foundation, DPPs who are on unpaid leave, DPPs who are carrying out study/educational duties. DPPs who receive incomplete bisyaroh are regulated by the foundation's provisions. Each DPP must have an account, and bisyaroh will be given no later than Thursday of the first week of the first month, and must invest 2.5% of the amount of bisyaroh received to JPZIS NU CARE LAZISNU."

(Interview with the head of TU in Magelang, on April 11 2024)

7. Human Resources Assessment

Performance assessments at Syubbanul Wathon Bandongan Middle School are carried out once every year to ensure the quality standards of Human Resources are in accordance with predetermined criteria. Based on interviews conducted by the author with school principals, it is known that:

"Assessment at this junior high school involves an evaluation of teacher performance by the school principal, which includes supervision of the implementation of the teaching and learning process through class visits as well as an assessment of the work carried out during one year. This assessment is carried out from the beginning of semester I to the end of semester II." (Results of interviews with the principal, on April 15 2024.)

B. Human Resource Management in Preventing Turnover Intention

The current PPPK policy has resulted in a teacher crisis in a number of private schools. There are several teachers who are accepted and placed in state schools. One of the institutions affected by the PPPK policy is the Syubbanul Wathon Foundation, especially Syubbanul Wathon Bandongan Middle School which is located in Salam 1 Hamlet, Salamkanci, Bandongan, Magelang. Syubbanul Wathon 2 Bandongan Magelang Middle School is one of the junior secondary education institutions, continuing to strive to improve the quality of education through recruiting competent teachers. However, after receiving PPPK, there was a significant decline in human resources, namely the loss of 12 teachers who were considered competent and quite a few teachers who were included in the school management structure. This decline is not only related to the number, but also the quality and effectiveness of the work of teaching staff.

Based on the results of an interview with the school principal, Mr Wayan Jabahendra, he said:

"At Syubbanul Wathon Bandongan Middle School, there are 60 teaching staff tasked with educating 1,100 students who are divided into 33 study groups. According to researchers, the number of teachers is very minimal. Now, the school has to lose 12

teachers, which means there will be more than 24 free lesson hours every day because one teacher teaches on average around 6 hours per day. Facing this situation, human resource management (HR) is trying to find solutions to minimize the impact of the newly established Government Employee Policy with a Work Agreement (PPPK).

Analysis of the factors that caused teachers at Syubbanul Wathon Bandongan Middle School to choose the PPPK policy because they felt that their welfare would be more guaranteed in the new school. The prosperity obtained is through the lure of PPPK as a substitute for civil servants. They feel that working here does not have the permanent guarantees they want, namely high salary guarantees, Health Insurance guarantees (AsKes), pension salary guarantees and other guarantees. An interview with the Head of Curriculum explained:

“PPPK is a very good government policy for state schools that need additional teaching staff. However, this policy actually harms private schools. Private school educators, according to some opinions, are not yet considered stable jobs, because there are no appointments as civil servants, so some teachers are tempted to register for PPPK. They want to have a high salary, health insurance for themselves and their families when seeking treatment at the hospital, and want a pensioner's salary. “There is no pension salary here because most of those teaching are still young.” (Interview with head of curriculum in Magelang, on April 17 2024)

According to data the author obtained from interviews with administrative staff at Syubbanul Wathon Bandongan Middle School, there were 12 teachers who took part in the PPPK acceptance program. Teacher data is as follows:

Table 1.1 PPPK Teacher Data

NO	NO	DEPARTMENT/TASK	
		MANAGER	GUIDE
1	Hesti Ardiyanti, S.Pd.	Curriculum Staff	B. Indonesia
2	Nur Fitria Yoga Anistia, S.Pd.	IPA Lab Head	VIOLENCE
3	Nurul Amalia, S.Pd.	Curriculum Staff	VIOLENCE
4	Annis Kurniyati Rizqi, S.Pd.	Staff Sarpras	B. Indonesia
5	Erlin Kusuma Dewi, S.Pd.		IPS
6	Khurnia Benefits, S.Pd. Gr.		Mathematics
7	Novita Wahyu Nugraheny, S.Pd.		BK and PKN
8	Rani Rahayu, S.Pd.		B. Indonesia
9	Supriyanto, S.Pd.		VIOLENCE
10	Arina Yuliyani, S.Pd.		PKN
11	Rachmatina Fauziyah, S.Pd.		PKN
12	Dzikrina Saras Kurnia, S.Pd.		PJOK

These teachers have various lengths of service, from those who have just started working, some who have worked for 3 years, to those who have worked for 5 years. The Chairman of the Foundation deeply regrets the decision of the teachers who left to become PPPK. In this case, to answer the challenges, a comprehensive policy is needed in managing human resources. The policy carried out by the chairman of the foundation and the principal of the school is to make decisions regarding 3 policies, namely:

1. Policy for issuing employment agreement letters

From the start of the registration process, each candidate is required to sign an employment contract. This aims to ensure that both parties, both the school and prospective teachers, understand and agree to all applicable provisions. This contract covers various aspects, such as the duration of work, rights and obligations, as well as details about the benefits and guarantees that will be received. By having a work contract from the start, it is hoped that transparency and clear commitment can be created, thereby reducing the potential for conflict in the future.

2. Teacher assessment and empowerment policies

The school gives special awards to outstanding teachers as an effort to maintain their motivation and loyalty, as well as to prevent their interest in the PPPK program. These rewards can take the form of financial bonuses, formal awards, or promotions. By providing this incentive, schools hope to increase teachers' job satisfaction and show appreciation for their dedication and performance. This step also aims to create a more supportive and satisfying work environment, so that teachers feel more appreciated and motivated to continue contributing to SMP Syubbanul Wathon 2 Bandongan.

3. Teacher transfer deadline policy

The school established new rules that require teachers to serve at the Islamic boarding school and teach at the school for a minimum of two years. This policy aims to ensure continuity and consistency in the learning process and build strong commitment between teachers and educational institutions. In this way, teachers can deepen their understanding of Islamic boarding school culture and values, and contribute maximally to student development. This rule also provides sufficient time for teachers to show their dedication and performance, so that schools can carry out more precise evaluations of the potential and contribution of each teacher.

Several policies implemented have an impact on teachers' intention to change jobs (turnover intention). The implementation of this policy made several teachers decide not to continue the PPPK program. These policies create a more stable work environment and motivate teachers to continue contributing to the school. The incentives and awards given also increase job satisfaction and loyalty of teachers. As a result, the school succeeded in reducing the number of teachers who intended to move elsewhere.

The Foundation gives awards to management boards and supervisors based on achievements that should serve as role models for other management boards and supervisors. Awards are given in the form of certificates, money/goods, promotions, *bisyaroh* increases, educational scholarships, and other awards. Awards from the management board and supervisors are assessed based on morality, work ethic and responsibility, honesty, discipline, exemplary, innovation and creativity, ability to accept criticism and suggestions, communication skills, ability to work together, loyalty and fidelity, and work performance (Interview with Head TU in Magelang, on April 11 2024).

This research aims to make a positive contribution to improving the quality of HR management at Syubbanul Wathon 2 Bandongan Middle School, Magelang. Given these problems, researchers were interested in conducting research at a private school at Syubbanul Wathon Bandongan Middle School to find out the policies implemented by the school and also the foundation after the teacher PPPK was accepted.

CONCLUSION

Based on the results of research and overall discussion on "Human Resource Management in Preventing Turnover Intention at Syubbanul Wathon Bandongan Middle School". It can be concluded that human resource management is very important in following up on the impacts that occur due to the PPPK policy at Syubbanul Wathon Bandongan Middle School. The human resource management process in this junior high school is: (1) Carrying out good human resource planning, (2). Provision of human resources (Recruitment), (3). Manage human resource coaching and development to improve capabilities, (4). Carry out promotions and transfers of human resources according to the standards set by the foundation, (5). Dismissing HR, (6). Providing welfare in the form of compensation for human resources, (7). Carry out HR assessments so that they are disciplined and meet the desired targets. In conclusion, this research emphasizes the need for a more adaptive and responsive HR management strategy to overcome the impact of the PPPK policy, in order to maintain and improve the quality of education in affected schools. The Chairman of the Foundation regrets the decision of several teachers to leave and take part in the PPPK program, so a comprehensive policy is needed in managing human resources. To overcome this problem, three main policies were implemented, namely: first, every candidate is required to sign an employment contract from the start of registration to ensure transparency and commitment, as well as reduce the potential for future conflict; second, schools give special awards to outstanding teachers to maintain their motivation and loyalty, and prevent them from being attracted to the PPPK program; third, the school sets rules that require teachers to serve in Islamic boarding schools and teach at schools for a minimum of two years to ensure teacher continuity and commitment to educational institutions.

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