

## REWARDS QUALITY, AND EMPLOYEE RECOGNITION ON PROFESSIONAL COMMITMENT IN IMPROVING HUMAN RESOURCE PERFORMANCE

Windi Novia Ratri Wardhani<sup>1</sup>, Ratih Pratiwi<sup>2</sup>, Desti Andini<sup>3</sup>, Fatkhur Rohim<sup>4</sup>  
<sup>1,2,3,4</sup>Wahid Hasyim University, Semarang, Indonesia  
Corresponding email: windi@unwahas.ac.id

Received: November,30, 2023 Revised: Desember,04, 2023 Accepted: December,15, 2023

**Abstract** This research focuses on improving employee performance through employee recognition and the quality of rewards, aiming to enhance professional commitment among human resources within the entire marketing staff at PT Nasmoco Siliwangi. The study adopts an explanatory research approach, employing an incidental sampling technique with 84 respondents. The analysis used to address the hypotheses is structural equation modeling using the Partial Least Square (PLS) approach. The research findings indicate that employee recognition and the quality of rewards have a significant positive impact on professional commitment. However, there is no significant influence of employee recognition on performance. Meanwhile, the rewards quality and professional commitment significantly contributes to performance improvement. Employee recognition indirectly affects employee performance through professional commitment. Therefore, to enhance employee performance, organizations must effectively increase professional commitment. Additionally, reward quality directly influences employee performance, so organizations should improve reward quality to enhance employee performance effectively.

**Keywords:** Rewards Quality; Professional Commitment; Employee Recognition; Employee Performance

### INTRODUCTION

Numerous factors are thought to play a role in shaping the performance of human resources, encompassing the professional competence of individuals and extrinsic motivation fostered through rewards and recognition (Hussain et al., 2019) . The term "human resource performance" or "human resource work achievement" refers to the cumulative outcomes, both in terms of quality and quantity, attained by an employee in executing their responsibilities as assigned (Sedarmayanti, 2017) . Subhra Patnaik (2020) posits that employee performance is an outcome of an individual's work over a specific period, gauged by the quality and quantity of the produced output. In essence, human resource performance signifies the accomplishments of employees in their assigned tasks and their contributions to the organization, spanning elements like output quality and quantity, timeliness, workplace presence, and cooperative demeanor. Factors influencing human resource performance include capability, motivation, support received, the nature of the work, and the relationship with the organization (Hussain et al., 2019) . The establishment of professional commitment and high performance within the realm of human resources is intricately linked to how a company acknowledges and values its personnel (Loan, 2020) . Consequently, the quality of human resources mirrors the treatment meted out by the company to its employees, directly and indirectly steering the organization toward enhanced performance.

Employee Recognition, as per Robbins, S. P., & Judge (2013) encompasses personal attention from superiors to subordinates, expressions of interest, approval, and appreciation when tasks are performed well. Grounded in this concept, employee

recognition is perceived as a form of interpersonal reward linked to commendable job performance, manifested through personal expressions that elevate the employee's standing (Johnson et al., 2022a) . Research employee recognition towards employee performance still Supported by the contrasting research findings of Bradler et al (2016) and Schaetzle (2016) stating that employee recognition does not significantly affect the performance of human resources without other influencer factors. This contradicts the research of Hussain et al (2019) which asserts that employee recognition significantly influences the improvement of human resource performance. This contradiction result implies an interesting field of research. Recognition can take various forms, ranging from providing goods to high-performing employees, extending congratulations, presenting awards to exemplary employees on a monthly basis, to organizing gatherings for employees or groups that have excelled (Li et al., 2017) . Nawaz (2020) assert a fundamental distinction between recognition and incentives. Recognition is typically spontaneous and lacks formal announcements from the company, encompassing all techniques that can enhance performance (Hussain et al., 2019). In contrast, incentives are often routine and official, selectively using techniques to encourage employees to achieve specific goals. Consequently, recognition can be seen as an interpersonal reward linked to commendable job performance, expressed through personal gestures that enhance the employee's status. The indicators employed in this study align with Robbins, S. P., & Judge (2013) including personal attention from superiors, expressions of interest in ideas and innovations, and approval and appreciation for well-executed tasks. When employees receive positive recognition, such as awards and appreciation for their work and achievements, they feel a sense of belonging to their organization and are motivated to give their best effort for the company(Hussain et al., 2019).

Reward serves as a form of compensation. In the realm of company management, it represents the remuneration extended by the company to its employees for their contributions (Johnson et al., 2022b) . Factors influencing rewards encompass job significance, achievement of targets, job competency, and tenure (Shields et al., 2015) . James (1994) outlines four fundamental principles of effective reward management: internal equity, external competitiveness, alignment with business strategy, and simplicity in administration. These rewards can manifest in monetary or non-monetary forms, often referred to as compensation and benefits (Shields, J., Brown, M., Kaine, S., & North-Samardzic, 2015) . As asserted by (Day et al., 2014a) the rewards bestowed upon employees exert a significant impact on their performance, essentially motivating them to enhance their work output. Essentially, rewards function as affirmative feedback from the company, acknowledging employees for their accomplishments (Day et al., 2014b; Nguyen & Prentice, 2022; Reno Widhi Pramono, 2021) . In essence, rewards act as incentives or recompense, whether financial or otherwise, encouraging improved performance (Munap et al., 2013; Nazir et al., 2016).

Research findings by Newman & Sheikh (2012) highlight the significant correlation between the quality of rewards and individual commitment. When individuals receive recognition for their achievements, they experience greater satisfaction, propelling them to strive for better performance (Munap et al., 2013) . Studies, such as those conducted by Wicaksono and Bieantri (2014), demonstrate that rewards wield a positive and substantial influence on human resource commitment (Nazir et al., 2016) . This is exemplified by a well-rounded remuneration package that meets employees' needs, incentivizing a strong

commitment and heightened involvement in their respective companies. The implementation of a reward system for high-performing employees will have consequences for employees to enhance their productivity at work. More productive employees will affect the company's profit levels.

Professionalization involves the process of improving the qualifications or capabilities of individuals within a profession to meet the ideal standards of performance or behavior set by that profession (Huan et al., 2022). This concept encompasses two primary dimensions: the elevation of status and the enhancement of practical skills. The implementation of professionalization strategies may include activities such as research, professional discussions, research and development, staying abreast of current academic works, and more. Additionally, self-directed learning, participation in training, benchmarking, and practical observation are integral components of these professionalization efforts (Levy, J. J., Richardson, J. D., Lounsbury, J. W., Stewart, D., Gibson, L. W., & Drost, 2011). Commitment, on the other hand, refers to an individual's personal dedication to duties and obligations as an employee, fostering a sense of responsibility and a responsive and innovative attitude (Ghosh & R, 2014). Professional commitment is deemed essential in endeavors to improve performance at both the personal and organizational levels, nurturing confidence and work enthusiasm (Kuhel et al., 2020).

The term "professional commitment" is defined as the relative strength of an individual's identification and involvement in a profession (Junwei Zheng & Guangdong Wu, 2018). This commitment is demonstrated through three key characteristics: an acceptance of the goals and values of the profession, a strong desire to contribute efforts for the benefit of the profession, and a willingness to maintain and uphold membership in the profession (Bogler & Somech, 2004). Dorenkamp & Ruhle (2019) emphasize that professional commitment revolves around the extent to which individuals feel certain that they should remain in a particular profession. Interpreting professional commitment involves assessing the level of loyalty an individual has to their job, based on their perception, aligning with the perspectives of (Imron et al., 2020a). Indicators of professional commitment include showcasing expertise in the field, independence, and feeling obligated to provide the best service (Robbins, 2002). Cao et al (2020) argue that professional commitment significantly influences one's attachment to their profession, ultimately enhancing work productivity. This viewpoint is further supported by several researcher who contends that professional commitment shapes performance and love for the profession, leading to the completion of tasks with enthusiasm and maximum effort (Bogler & Somech, 2004; Imron et al., 2020b; Tafqihan et al., 2014).

This study focuses on improving employee performance through employee recognition and rewards quality, aiming to enhance the professional commitment of human resources across the marketing staff at PT Nasmoco Siliwangi Semarang. These marketing teams have direct interactions with customers and serve as the forefront in promoting PT Nasmoco's products. Consequently, they require specific encouragement to strive for excellence, thereby increasing their overall performance output.

## **METHOD**

The research methodology employed is "Explanatory Research," which is explanatory in nature (Effendi, 1995). The population in this study consists of all marketing staff at PT Nasmoco Siliwangi Semarang, totaling 84 respondents. The sampling technique used is

Incidental Sampling, a method of sample selection based on chance, where anyone who coincidentally or incidentally meets the researcher can be used as a sample. The variables and indicators in this study comprise both endogenous and exogenous variables.

## RESULTS AND DISCUSSION

The analysis used to address the hypotheses is structural equation modeling with the Partial Least Square (PLS) approach. Data analysis was conducted to test the validity of each indicator and the reliability of constructs. Validity criteria were measured using discriminant and convergent validity, while construct reliability was measured using composite reliability.

Table 1. validity test Result

	employee performance (y2)	employee recognition (x1)	Komitmen professional (y1)	reward quality (x2)
x1.1		0,757		
x1.2		0,658		
x1.3		0,490		
x2.1				0,740
x2.2				0,812
x2.3				0,804
y1.1			0,822	
y1.2			0,760	
y1.3			0,636	
y2.1	0,671			
y2.2	0,918			
y2.3	0,918			

Validity tests were employed to determine the legitimacy or validity of a questionnaire. A questionnaire is considered valid if it can reveal what the questionnaire aims to measure. Table 1 presents the results of the validity test for the research variables. Based on the validity test results, it is found that one indicator has a value below 0.5, necessitating the removal of that indicator.

Table 2 composite reliability results

	employee performance (y2)	employee recognition (x1)	Komitmen professional (y1)	reward quality (x2)
x1.1		0,783		
x1.2		0,784		
x2.1				0,741
x2.2				0,813
x2.3				0,803
y1.1			0,828	
y1.2			0,739	
y1.3			0,660	
y2.1	0,653			
y2.2	0,925			
y2.3	0,923			

Table 2 displays the results of the validity test for the research variables after the removal of the indicated item. According to the validity test results, all questionnaire items used to collect data are deemed valid, with convergent validity > 0.5, indicating their usability in the study. Table 2 illustrates the composite reliability results for each construct, all of which are above 0.7, signifying good reliability.

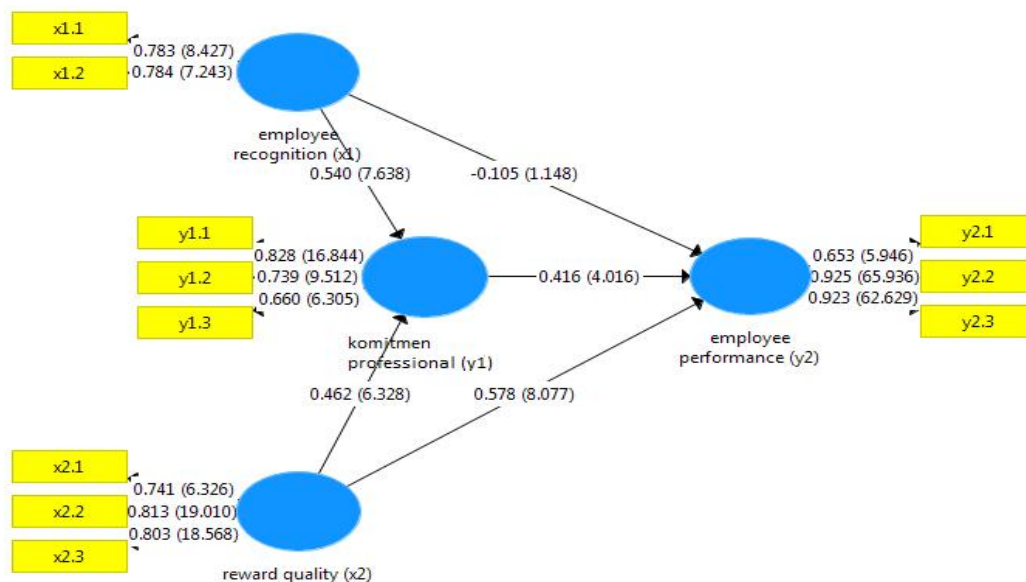
The Average Variance Extracted (AVE) values, if exceeding 0.5, indicate that the indicators used in the research are reliable and suitable for the study. The table displaying the values for Composite Reliability and Average Variance Extracted demonstrates that the obtained Average Variance Extracted values are > 0.5, indicating good reliability and usability for further research processes.

Table 3 Composite Reliability and Average Variance Extracted Value

	Average Variance Extracted (AVE)	Composite Reliability
employee performance (y2)	0,711	0,878
employee recognition (x1)	0,614	0,761
Komitmen profesional (y1)	0,556	0,788
reward quality (x2)	0,618	0,829

The data processing results using the Partial Least Square (PLS) software tool yielded output from the structural model.

Picture 1. Partial Least Square (PLS) software Result



To determine whether a hypothesis is accepted or not, a comparison is made between the t-value and the critical t-value. If the t-value is greater than the critical t-table value, the hypothesis is accepted. For a clearer understanding, please refer to Table 4 below.

Table 4. Hypothesis Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
employee recognition (x1) -> employee performance (y2)	-0,105	-0,102	0,091	1,148	0,252
employee recognition (x1) -> komitmen professional (y1)	0,540	0,540	0,071	7,638	0,000
komitmen professional (y1) - > employee performance (y2)	0,416	0,408	0,104	4,016	0,000
reward quality (x2) -> employee performance (y2)	0,578	0,586	0,072	8,077	0,000
reward quality (x2) -> komitmen professional (y1)	0,462	0,466	0,073	6,328	0,000

Employees Recognition significantly influences Employee professional commitment, indicating that higher levels of employee recognition enhance the professional commitment of marketing staff at PT Nasmoco Siliwangi. According to (Hussain et al., 2019) employee recognition establishes a significant connection with an individual's professional commitment. Hence, increased acknowledgment from the organization for one's work leads to heightened commitment to enhancing performance. Personal attention from superiors, expressions of interest in ideas and innovations, and approval and appreciation for well-executed tasks contribute to boosting employees' motivation to showcase their expertise, act more independently, and feel obliged to contribute their best to the company. Employee recognition is considered a motivational element for employees' engagement and activities. It emphasizes that employees not only seek fair wages and benefits but also value recognition and appreciation for their contributions. Positive recognition and acknowledgment play a pivotal role in motivating employees. When employees receive such acknowledgment, like awards and appreciation for their work, they feel a stronger connection to the organization, motivating them to strive for excellence (Day et al., 2014a)

There is no significant positive impact of employee recognition on performance, meaning that higher levels of employee recognition do not improve the performance of marketing staff at PT Nasmoco Siliwangi. This is evident when personal attention from superiors, expressions of interest in ideas and innovations, and approval and appreciation for well-executed tasks fail to improve work timeliness, target achievement, and compliance when expressed insincerely. It appears that merely providing employee

recognition is insufficient, and increasing professional commitment is necessary to enhance employee performance. This finding aligns with research by Bradler et al (2016) and Schaetzle (2016) indicating that employee recognition does not significantly affect employee performance. This result contrasts with Hussain et al (2019) research, which suggests that employee recognition can stimulate increased employee performance.

There is a significant positive impact of reward quality on professional commitment, meaning that higher levels of reward quality enhance the professional commitment of marketing staff at PT Nasmoco Siliwangi. When individuals receive rewards for their achievements, increased satisfaction ensues, as their work is appreciated, motivating them to improve performance. Fair non-financial or financial incentives, support for business strategy through employee achievements, and the provision of simple yet meaningful rewards contribute to an individual's willingness to utilize their skills fully, act independently, and feel obligated to contribute their best. Employee recognition, as a form of acknowledgment for achievements, plays a crucial role in stimulating individuals to work more professionally (Newman & Sheikh, 2012a).

There is a significant positive impact of reward quality on performance, meaning that higher levels of reward quality lead to enhanced performance of marketing staff at PT Nasmoco throughout Semarang Siliwangi. Pramono (2021) emphasizes that rewards quality increases employees' productivity. When employees receive fair non-financial or financial incentives, and their achievements support the company's business strategy, accompanied by simple yet meaningful rewards, the outcome is improved task accuracy, target achievement, and organizational compliance. Professional commitment significantly influences performance, indicating that higher levels of professional commitment result in improved performance by marketing staff at PT Nasmoco Siliwangi. When individuals apply their skills comprehensively, act more independently, and feel obligated to contribute their best, the result is increased task accuracy, target achievement, and timely document delivery, as indicated by reduced purchase cancellations.

Evaluating the internal model involves assessing the relationships between latent constructs as hypothesized, as reflected in the following R-square results.

Table 5. R Square Result

	R Square
employee performance (y2)	0,733
Komitmen Profesional (y1)	0,702

Based on these R-square values, it can be concluded that the variation in performance (employee performance) can be explained by professional commitment, employee recognition, and reward quality at 73.3%, while the remaining approximately 26.7% is explained by other factors not included in the model. The variation in professional commitment can be explained by employee recognition and reward quality at 70.02%, with the remaining approximately 29.8% explained by variations in other variables not included in the model.

## CONCLUSION

The study results reveal that both employee recognition and the quality of rewards positively and significantly affect professional commitment. However, there is no notable

impact of employee recognition on performance. In contrast, rewards quality and professional commitment significantly contribute to enhancing performance. Employee recognition indirectly influences employee performance by fostering professional commitment. Consequently, for improved employee performance, organizations should focus on enhancing professional commitment effectively. Moreover, since reward quality directly impacts employee performance, organizations should strive to enhance reward quality to effectively boost employee performance.

In relation to employee recognition, based on the findings, leadership policies should be directed towards appreciating the progress of employees. Recognition can take various forms, ranging from giving tangible gifts to high-performing employees, expressing congratulations, honoring exemplary workers monthly, to organizing year gatherings for outstanding individuals or groups. Field findings suggest that employees require fair rewards for the services provided to the company. Rewards can come in the form of gifts or bonuses given for individual achievements, either in non-financial or financial incentives as a stimulus for higher performance. Based on open-ended responses, employees strive to give their best to the organization because achieving organizational goals will lead to individual goals being fulfilled (incentives, sales bonuses, etc.). Therefore, organizations should enhance support for employees by providing rewards, recognition, family outings, and periodic additional incentives/bonuses. To improve organizational performance, organizations should be able to motivate employees to complete their tasks within the set timeframe. This can be achieved by motivating employees with rewards for those who successfully meet targets within the specified time.

Based on the research results and discussion, it can be identified that the weakness of this study lies in the low values of the original sample of estimates and employee recognition, causing employee recognition to be unable to exert a significant influence on performance improvement. It is necessary to re-examine the influence of employee recognition on performance by incorporating other variables that may affect their relationship, such as incentives. Therefore, it is proposed to enhance performance, in addition to professional commitment, by introducing job satisfaction as a variable, with more wider range respondent.

## REFERENCES

- Bogler, R., & Somech, A. (2004). Influence of teacher empowerment on teachers' organizational commitment, professional commitment and organizational citizenship behavior in schools. *Teaching and Teacher Education*, 20(3), 277-289. <https://doi.org/10.1016/j.tate.2004.02.003>
- Bradler, C., Dur, R., Neckermann, S., & Non, A. (2016). Employee Recognition and Performance: A Field Experiment. *Management Science*, 62(11), 3085-3099. <http://ftp.zew.de/pub/zew-docs/dp/dp13017.pdf>
- Cao, J., Liu, C., Wu, G., Zhao, X., & Jiang, Z. (2020). Work-family conflict and job outcomes for construction professionals: The mediating role of affective organizational commitment. *International Journal of Environmental Research and Public Health*, 17(4). <https://doi.org/10.3390/ijerph17041443>
- Day, J. W., Holladay, C. L., Johnson, S. K., & Barron, L. G. (2014a). Organizational rewards: Considering employee need in allocation. *Personnel Review*, 43(1), 74-95. <https://doi.org/10.1108/PR-09-2012-0156>
- Day, J. W., Holladay, C. L., Johnson, S. K., & Barron, L. G. (2014b). Organizational rewards: Considering employee need in allocation. *Personnel Review*, 43(1), 74-95. <https://doi.org/10.1108/PR-09-2012-0156>



- Dorenkamp, I., & Ruhle, S. (2019). Work-Life Conflict, Professional Commitment, and Job Satisfaction Among Academics. *Journal of Higher Education*, 90(1), 56–84. <https://doi.org/10.1080/00221546.2018.1484644>
- Ghosh, S., & R, S. D. (2014). A Literature Review on Organizational Commitment-A Comprehensive Summary. In *Journal of Engineering Research and Applications www.ijera.com* (Vol. 4). [www.ijera.com](http://www.ijera.com)
- Huan, Z., Ling, Y., Walker, R., & Yean, W. (2022). How to Influence the Professional Discretion of Street-level Bureaucrats: Transformational Leadership, Organizational Learning, and Professionalization Strategies in the Delivery of Social Assistance. *Public Management Review*, 24(2), 208–232.
- Hussain, S. D., Khaliq, Dr. A., Nisar, Q. A., Kamboh, A. Z., & Ali, S. (2019). Impact of Employees' Recognition, Rewards and Job Stress on Job Performance. *SEISENSE Journal of Management*, 2(2), 69–82. <https://doi.org/10.33215/sjom.v2i2.121>
- Imron, A., Wiyono, B. B., Hadi, S., Gunawan, I., Abbas, A., Saputra, B. R., & Perdana, D. B. (2020a). *Teacher Professional Development to Increase Teacher Commitment in the Era of the Asean Economic Community*.
- Imron, A., Wiyono, B. B., Hadi, S., Gunawan, I., Abbas, A., Saputra, B. R., & Perdana, D. B. (2020b). Teacher Professional Development to Increase Teacher Commitment in the Era of the Asean Economic Community. *Advances in Social Science, Education and Humanities Research Vol 487 - Proceedings of the 2nd Early Childhood and Primary Childhood Education (ECPE 2020)*, 339–343.
- James, D. (1994). Compensation and Rewards. *Adfl*, 38–48. <https://doi.org/10.1632/adfl.25.3.38>
- Johnson, J. S., Friend, S. B., & Esteky, S. (2022a). Can rewards induce corresponding forms of theft? Introducing the reward-theft parity effect. *Business Ethics, Environment and Responsibility*. <https://doi.org/10.1111/beer.12433>
- Johnson, J. S., Friend, S. B., & Esteky, S. (2022b). Can rewards induce corresponding forms of theft? Introducing the reward-theft parity effect. *Business Ethics, Environment and Responsibility*. <https://doi.org/10.1111/beer.12433>
- Junwei Zheng, & Guangdong Wu. (2018). Work-Family Conflict, Perceived Organizational Support and Professional Commitment: A Mediation Mechanism for Chinese Project Professionals. *International Journal of Environmental Research and Public Health*, 15(344), 1–23.
- Kuhail, A. J., Arabi, A., Firdaus, M., & Zaid, M. (2020). Relationship between Affective Commitment, Continuance Commitment and Normative Commitment towards Job Performance. In *Journal of Sustainable Management Studies* (Vol. 1, Issue 1). [www.majmuah.com](http://www.majmuah.com)
- Levy, J. J., Richardson, J. D., Lounsbury, J. W., Stewart, D., Gibson, L. W., & Drost, A. W. (2011). Personality traits and career satisfaction of accounting professionals. *Individual Differences Research*, 9(4), : 238-249.
- Li, M., Nguyen, N. T. H., & Ananiadou, S. (2017). *Proactive Learning for Named Entity Recognition*. 117–125.
- Loan, L. T. M. (2020). The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. *Management Science Letters*, 10(14), 3307–3312. <https://doi.org/10.5267/j.msl.2020.6.007>
- Munap, R., Badrillah, M. I. M., & Abdul Rahman, B. (2013). Organizational Rewards System and Employees' Satisfaction at Telekom Malaysia Be. *Journal of Educational and Social Research*. <https://doi.org/10.5901/jesr.2013.v4n3p281>
- Nawaz, N. (2020). Artificial intelligence applications for face recognition in recruitment process. In *Journal of Management Information and Decision Sciences* (Vol. 23, Issue S1).
- Nazir, S., Shafi, A., Qun, W., Nazir, N., & Tran, Q. D. (2016). Influence of organizational rewards on organizational commitment and turnover intentions. *Employee Relations*, 38(4), 596–619. <https://doi.org/10.1108/ER-12-2014-0150>
- Newman, A., & Sheikh, A. Z. (2012a). Organizational commitment in Chinese small- and medium-sized enterprises: The role of extrinsic, intrinsic and social rewards. *International Journal of*

- Human Resource Management*, 23(2), 349–367.  
<https://doi.org/10.1080/09585192.2011.561229>
- Newman, A., & Sheikh, A. Z. (2012b). Organizational rewards and employee commitment: a Chinese study. In *Journal of managerial psychology* (Vol. 27, Issue 1).  
<http://hdl.handle.net/10536/DRO/DU:30080399>
- Nguyen, T. M., & Prentice, C. (2022). Reverse relationship between reward, knowledge sharing and performance. *Knowledge Management Research and Practice*, 20(4), 516–527.  
<https://doi.org/10.1080/14778238.2020.1821588>
- Reno Widhi Pramono. (2021). The Effect of Intrinsic Rewards and Extrinsic Rewards on Performance with Job Satisfaction as Intervening Variables. In *journal of Social Science* (Issue 2, pp. 200–210). <https://doi.org/10.1037/a0022390>
- Robbins, S. P. (2002). *The truth about managing people--and nothing but the truth*. FT Press.
- Robbins, S. P., & Judge, T. A. (2013). *Organizational behavior*. Pearson education limited.
- Schaetzle, R. (2016). "Rewards and Recognition." . In *Dos and Don'ts in Human Resources Management: A Practical Guide* . 2014. 103-105. (1st ed., Vol. 2, pp. 102–105). Springer Berlin Heidelberg, .
- Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia*.
- Shields, J., Brown, M., Kaine, S., & North-Samardzic, A. (2015). *Managing employee performance & reward: Concepts, practices, strategies*. Cambridge University Press.
- Shields, J., Brown, M., Kaine, S., Dolle-Samuel, C., North-Samardzic, McLean, P., & Robinson, J. (2015). *Managing employee performance & reward: Concepts, practices, strategies*. Cambridge University Press.
- Subhra Patnaik. (2020). Operationalizing Employee Performance: A Literature Review. *Training & Development Journal*, 11(1), 45–56. <https://doi.org/10.5958/2231-069x.2020.00001.3>
- Tafqihan, Z., Ponorogo, S., & Negeri Yogyakarta, U. (2014). Pengaruh Kompetensi Guru Terhadap Komitmen Profesional Dan Dampaknya Pada Kinerja Serta Kepuasan Kerja Guru Matematika Smp Dan Mts The Effect Of Teacher Competencies On Professional Commitment And Its Impact On The Performance And Job Satisfaction Of Smp And Mts Mathematics Teachers. In *Jurnal Riset Pendidikan Matematika* (Vol. 1, Issue 2).