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The Role of Social Competence, Self-Efficacy and Knowledge Sharing on Employee Performance in High Schools

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Abstract

This research was conducted at a private university (PTS), namely the . The population in this study were all employees who worked totaling 89 employees. The types of data used in this study included primary data and secondary data. In this study, primary data was obtained from answers to questionnaires distributed to respondents. Secondary data in this study is used to support primary data. Secondary data in this study is documentation related to all general conditions, profiles and activities of STIE Semarang that are relevant to the research. The data sources are primary data and secondary data. Primary data is obtained from the results by asking a list of questions to ask for information from respondents to obtain information, while secondary data is obtained from book or library sources that support the research. Data collection techniques by observation, questionnaires, and documentation. Observations in this study were used to obtain data about the real conditions of high school employees including social competence, self-efficacy, knowledge sharing and employee performance. This research questionnaire was given to high school employees to determine social competence, self efficacy, knowledge sharing and employee performance. To analyze the data collected through questionnaires or questionnaires, a 5 (five) point Likert scale assessment score was used, SS answers with a score of 5, S with a score of 4, CS with a score of 3, TS with a score of 2, and STS with a score of 1. Documentation is used to obtain data on the number and personal data of employees (age, gender, last education, and years of service) from documents.

Keywords: Social Competence, HR, employee performance,

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Introduction

According to Hu et al. (2021) Human Resources (HR) in an organization has a function in every task that must be carried out, one of which is the service function, where in an organization is one thing that absolutely must be fulfilled by HR to anyone who needs organizational services. If the service provided is unsatisfactory, it will get a bad impression in the eyes of customers, this is what makes good employee performance really needed in an organization. HR has an important role in running the company, HR needs to know how the company is able to achieve its goals, HR is an element that is able to move the company in a positive direction to achieve what is expected. According to Ergün et al. (2018) Company support is very important in encouraging HR to improve company performance through their performance, companies need to provide appropriate rewards to stimulate HR to spend all their abilities for the company's progress. Employee performance improvement needs to be supported through social competence (social competence), knowledge sharing and self-efficacy needed by the organization. Employee performance is supported by professional competence. Likewise, employee performance is influenced by social competence, Asbari et al. (2020); Chandran et al. (2021) shows that there is a positive influence of social competence on employee performance. Likewise, employee performance is also influenced by knowledge sharing, that Datu et al. (2021); Ergün et al. (2018); Hu et al. (2021) show that there is a positive effect of knowledge sharing on employee performance. On the other hand, Jian and Wang (2013) state that human resources who are able to establish good communication with other people are able to open up beneficial cooperation for the company, even though social competence is based on the capabilities possessed by HR and build cooperative relationships with other people. Others. This research was conducted because of differences in the results of previous studies (research gap), where According to Asbari et al. (2020); Ergün et al. (2018); Hu et al. (2021) showed a positive and significant influence on self-efficacy on employee performance, while Hsiu-Fen (2013) showed a negative influence not significant. According to Ergün et al. (2018); Hu et al. (2021) showed a positive and significant influence of knowledge sharing on employee performance, while Ergün et al. (2018); Hu et al. (2021) showed an insignificant negative effect. According to Asbari et al. (2020) showed a positive and significant effect of social competence on employee performance, while Ergün et al. (2018); Hu et al. (2021) showed an insignificant negative effect. In connection with the above, the College as a Private Universities (PTS) with only two study programs, namely Management and Accounting, considers that high employee performance is one of the keys to success in the success, progress, and development of an institution. Of course this will increase the level of competitiveness between educational institutions towards public trust which is benchmarked on quality assurance of alumni and ranking of universities in Indonesia. However, in reality, there is still discomfort and unfriendliness from employees, both lecturers and non-educational staff (staff) in welcoming guests with various interests. They are reluctant to say hello first to ask the interests of the guests unless the guests start first. In fact, often the attitudes and utterances conveyed in response also seem indifferent and less informative. Then matters relating to the academic system are also less than optimal in their responses and solutions. Students who are still adapting to the new paperless system because everything is integrated digitally/ online also requires special handling as a result of the impact of the Covid-19 pandemic, where the process and time are quite complicated based on the situation and condition of each party from students in remote areas. . This organizational cultural climate will gradually be able to dim the reputation of the institution, which happens to be located in the middle of a residential area; not on the side of the road. This kind of HR awareness should indeed need to be reformed using change management. When examined, the phenomenon of change that is taken can use the aspects initiated by Kartika et al. (2020); Kartono et al. (2021) through his theory of According to Hossain et al. (2021) using the concept of goal setting theory or goal setting theory with indicators including Social Competence, Self Efficacy, and Knowledge Sharing which of course relates to efforts to improve Employee Performance. Based on the description above, the researcher is interested in analyzing the condition of human resources in high schools which are one of the pioneering cooperative universities in Central Java. In this case related to social competence, self-efficacy, and knowledge sharing possessed by individuals (employees) in the application of the goal setting theory initiated by Hossain et al.

(2021);Kadiyono et al. (2020) in an effort to improve the performance of the community in serving the needs of the community in the field of higher education where the author bring up a pure value (value) in accordance with the principle of research objectivity

Literature Review

Employee Performance

Performance in general is a measure of the output produced through the presence of an input. Performance or performance is the company's commitment to achieve the targets that have been specified that can be achieved by the human resources of the company or organization. According Shafait et al. (2021) shows that a performance can be measured through productivity, employee turnover, citizenship and satisfaction of human resources. Performance According Muliati et al. (2022);Shafait et al. (2021) is a work that is concrete, objective or observable, and can be measured. According to Li et al. (2019);Lin et al. (2022);Le et al. (2018) that HR performance (work performance) is an actual achievement of HR compared to the expected performance of an HR. According to Le et al. (2018);Muliati et al. (2022);Shafait et al. (2021) that performance is supported by work performance, namely the process through which an organization evaluates or provides an assessment of HR work performance.

According to Muliati et al. (2022);Shafait et al. (2021) that performance is a comparison of the work achieved by employees with predetermined standards. According to Shafait et al. (2021) that performance is a record of the production results of a certain work activity or certain activities included in a certain period of time that employee performance is measured through four criteria, namely communication, timeliness, quality and quantity. Performance is the achievement of the work shown by a human resource or employee as part of the work to be achieved during a certain period of time in carrying out a job assigned to an HR, based on skills, work experience, and sincerity. According to Li et al. (2019);Lin et al. (2022) states that performance is the result of work achieved by individuals who are adapted to roles or tasks within a certain period, which are associated with a certain value or standard measure. According to Li et al. (2019);Lin et al. (2022) employee performance is the result of work during the period compared to various possibilities, for example standards, targets or goals that have been mutually agreed upon. Employee performance is human resources who are able to complete organizational activities with a relatively low error rate. Employee performance According to Li et al. (2019);Lin et al. (2022);Le et al. (2018);Muliati et al. (2022);Shafait et al. (2021)) is the success of an HR person in completing the work activities carried out.

According to Shafait et al. (2021) suggest that for a company to have a good performance, it needs to be supported by its strong resources in mobilizing all its capabilities for the advancement of the organization. According to Shakeel et al. (2022) that in order to achieve the expected performance, every human resource in the company must have good competence (creating capacity to perform), work harder in their work (showing the willingness to perform) and have supportive needs (creating

the willingness to perform). opportunities to perform). In an economic sense, performance or performance is related to two main factors, namely: 1) the willingness or motivation of employees to work, and 2) the ability of employees to carry out work. According to Shakeel et al. (2022) shows that the performance of human resources is part of the function and there is an interaction between strong motivation and the capabilities of an HR. According to Shakeel et al. (2022);Sumarsi (2019);Tentama et al. (2021) that the purpose and objectives of performance are to make useful goals by evaluating the results of the work at the end of the period and managing the process of the results of the work during the period. According Tentama et al. (2021) measure employee performance through six criteria, namely independence, work commitment, timeliness, effectiveness, quality and quantity. The dimensions of employee performance include the amount of work, quality of work, punctuality, attendance, and ability to cooperate. According to Sumarsi (2019);Tentama et al. (2021) proposed six criteria that can be used to measure performance, namely quality, quantity, timeliness, cost effectiveness, need for supervision, and interpersonal impact. According to Shakeel et al. (2022);Sumarsi (2019);Tentama et al. (2021) there are eight dimensions that need to be considered in performance based on specific behavior (Judgment Performance Evaluation), including the quality of work, quantity of work, knowledge, work, creativity, collaboration, initiative, dependence, and personal quality.

Social Competence

Competence is an individual's ability to carry out a job correctly and has advantages based on matters relating to knowledge, skills, and attitudes. Competence shows skills or knowledge that are characterized by professionalism in a particular field as the most important and superior in that field. Social competence is an ability to build and maintain cooperative relationships and interactions with other people when carrying out social tasks in an effort to achieve personal goals or organizational goals. According to Datu et al. (2021);Ergün et al. (2018);Hu et al. (2021) state that social competence is the basis for the ability to build good cooperation with others. According to Asbari et al. (2020);Chandran et al. (2021) show that social competence is directed at the ability of human resources to interact with other human resources in carrying out a social task. According to Asbari et al. (2020);Chandran et al. (2021);Datu et al. (2021);Ergün et al. (2018);Hu et al. (2021) shows that social competence is based on the ability of human resources in maintaining a good cooperative relationship with other people. Managing human resources based on competence is believed to be able to better guarantee success in achieving goals. Most companies use competence as the basis for selecting people, managing performance, training and development and providing compensation. The main component of competence is a set of interrelated knowledge, skills, and attitudes that affect most positions (roles or responsibilities), correlated with performance in the position, and can be measured by acceptable standards, and can be improved through efforts. training and development. A social competence possessed by HR is very important in improving HR performance. Social competence reflects the ability of human resources to collaborate and interact with other human resources who work to achieve goals. Social competence looks low if

the lack of an ability possessed by HR in interacting with the community, in the end HR is less able to convince and influence people's desire to provide financing services. Social competence has dimensions that are used in research that refers to According to Asbari et al. (2020) where influence and impact, awareness in organizations, and building work relationships.

Self Efficacy

The concept of self-efficacy is almost similar to locus of control and self-esteem, but self-efficacy is more specific in encouraging an HR person to complete all competencies with optimal results in accordance with organizational expectations. According to Hu et al. (2021) self-efficacy is an individual's belief that he or she is capable of carrying out a task. Natalia (2020) states that self-efficacy is a person's belief in his ability to exercise some form of control over the person's own functions and events in the environment. Self-efficacy is a determinant of how people feel, think, motivate themselves and behave. Judges et al. (2007) define self-efficacy as a person's evaluation of his ability or competence to perform a task, achieve goals and overcome obstacles. According Ergün et al. (2018);Hu et al. (2021) that self-efficacy is a skill related to the belief that a person has to perform or complete a task under certain conditions using the skills he has. According to Datu et al. (2021);Ergün et al. (2018);Hu et al. (2021) states that self-efficacy refers to self-confidence about its ability to motivate the cognitive resources and actions needed to succeed in carrying out certain tasks. According to Asbari et al. (2020);Chandran et al. (2021) state that self-efficacy is a self-perception of how well one can function in certain situations. Self-efficacy relates to the belief that oneself has the ability to perform the expected actions. According to Asbari et al. (2020); Hu et al. (2021) states that an HR needs to have a strong belief that he or she is able to complete work on time.

According to Ergün et al. (2018);Hu et al. (2021) people with low self-efficacy are potentially threatened with high anxiety awakening. This is not a threatening event, but feeling unsure of being able to cope with it is fundamental to anxiety. Believers who are unable to handle threatening events experience great distress. Thus, in difficult situations, people with low self-efficacy are more likely to reduce their efforts or give up altogether, while people with high self-efficacy will try harder to master the challenge. The higher the self-efficacy, the more confident in the ability to succeed. Self-efficacy can create a positive spiral, that is, people with high self-efficacy will become more involved.

knowledge Sharing

Knowledge sharing is a process by which individuals exchange their knowledge with each other. Knowledge sharing consists of bringing (knowledge donating) and getting (knowledge collecting). Knowledge donating is the behavior of communicating one's intellectual capital to others and knowledge collecting is the behavior of individuals to consult with other individuals regarding their intellectual capital. Conceptually, knowledge sharing can be defined as the degree to which a person actually shares knowledge. Knowledge sharing can also be understood as a behavior in which a

person voluntarily provides access to others regarding their knowledge and experiences. According to Hossain et al. (2021);Kadiyono et al. (2020);Kartika et al. (2020);Kartono et al. (2021) The type of knowledge sharing can vary according to the understanding of the knowledge itself. Knowledge can be understood as an individual or organizational asset that is tacit or explicit. Explicit knowledge is knowledge that has been documented, easily modified and articulated and is objective. In contrast, tacit knowledge is knowledge that has not been documented and is inherent in a person, is not easy to express and is subjective.

According to Asbari et al. (2020); Ergün et al. (2018);Hu et al. (2021) Knowledge sharing is an external factor that can be used to measure employee performance. Knowledge sharing as an important component in knowledge management, which can be a strong basis for developing organizational strategy (Ismail, M. B. & Yusof, 2016). Knowledge as an intangible asset is an important indicator for organizational success that needs to be managed skillfully, but there are factors that are no less important in implementing knowledge management, namely humans or knowledge workers. Basically, knowledge resides in the human mind itself in the form of tacit knowledge. According to Hossain et al. (2021);Kadiyono et al. (2020);Kartika et al. (2020);Kartono et al. (2021) Tacit knowledge is knowledge in the human mind in the form of intuition, judgment, skills, values and beliefs that are very difficult to formalize and share with others. Explicit knowledge is knowledge that has been codified in the form of documents or other tangible forms so that it is easy to share with others. The dimensions of knowledge sharing are embrained knowledge, embodied knowledge, encultured knowledge, embedded knowledge, and encoded knowledge.

Method

This research was conducted at a private university (PTS), namely the . The population in this study were all employees who worked totaling 89 employees. The types of data used in this study included primary data and secondary data. In this study, primary data was obtained from answers to questionnaires distributed to respondents. Secondary data in this study is used to support primary data. Secondary data in this study is documentation related to all general conditions, profiles and activities of STIE Semarang that are relevant to the research. The data sources are primary data and secondary data. Primary data is obtained from the results by asking a list of questions to ask for information from respondents to obtain information, while secondary data is obtained from book or library sources that support the research. Data collection techniques by observation, questionnaires, and documentation. Observations in this study were used to obtain data about the real conditions of high school employees including social competence, self-efficacy, knowledge sharing and employee performance. This research questionnaire was given to high school employees to determine social competence, self efficacy, knowledge sharing and employee performance. To analyze the data collected through questionnaires or questionnaires, a 5 (five) point Likert scale assessment score was used, SS answers with a score of 5, S with a score of 4, CS with a score of 3, TS with a score of 2, and STS with a score of 1. Documentation is used to obtain

data on the number and personal data of employees (age, gender, last education, and years of service) from documents. The variables of this study are the independent variable (X) in this study is social competence, self-efficacy, and knowledge sharing and the dependent variable (Y) is employee performance. Instrument feasibility test with validity and reliability test. Testing the validity in this study using the Pearson product moment correlation which is processed with the SPSS program. Testing the reliability of the variables used reliability testing Cronbach Alpha. The data analysis technique used multiple linear regression analysis. Regression analysis is used to determine the direction and magnitude of the influence of the independent variable on the dependent variable.

Discussion and Opinion

1. The Effect of Social Competence on Employee Performance

Based on the results of data processing, the following discussions can be carried out:

The first hypothesis examines the effect of social competence on performance. Obtained a positive beta coefficient of 0.301 and a significance value of $0.007 < 0.05$. This indicates that the first hypothesis is significant. This means that competence has a positive and significant influence on employee performance, and it can be concluded that if competence is good, then performance will certainly increase. Based on the results of respondents' answers to the social competence variable consisting of three dimensions, the highest score was obtained on the skill dimension with an average value of 61.33%. This shows that employees prioritize this dimension over other dimensions, namely knowledge and attitudes. This is evidenced by the number of respondents, most of whom answered agree on each statement in this dimension.

2. The Effect of Self-Efficacy on Employee Performance

The second hypothesis examines the effect of self-efficacy on performance. The positive beta coefficient is 0.272 with a significance value of $0.008 < 0.05$, this indicates the second hypothesis is significant. This means that self-efficacy has a positive and significant influence on employee performance and it can be concluded that if self-efficacy improves, then employee performance will certainly increase. Based on the results of respondents' answers to the self-efficacy variable which consists of three dimensions, the average result is 62.31%. This shows that the self-efficacy possessed by employees is quite good. where, in this case the measurements are made

3. The Effect of Knowledge Sharing on Employee Performance

The third hypothesis examines the effect of knowledge sharing on employee performance. Obtained a positive beta coefficient of 0.356 with a significance value of $0.002 < 0.05$. This indicates the third hypothesis is significant. This means that knowledge sharing has a positive and significant effect on employee performance, and it can be concluded that if knowledge sharing is good, then employee performance will also increase. Based on the results of respondents' answers to the knowledge sharing variable which consists of five dimensions, it shows that the average variable

obtained is 61.00%. this shows that knowledge sharing is good enough.

4. The Influence of Social Competence, Self-Efficacy, and Knowledge Sharing Variables on Employee Performance

Based on the results of the F test, it can be concluded that social competence, self-efficacy and knowledge sharing together have a significant effect on employee performance. This conclusion is evidenced by the calculated F of 13,727 with a sig value of 0.000 less than 0.05. Then the general hypothesis which states "There is a positive and significant influence between social competence, self-efficacy and knowledge sharing together on employee performance is accepted. This means that the three variables, namely social competence, self-efficacy, and knowledge sharing are correlated with each other in their influence on employee performance. To obtain good employee performance, employees not only have adequate social competence, but are also required to have sufficient self-efficacy. These two things are also not enough if they are not supported by good knowledge sharing, where poor social competence can reduce employee self-efficacy. then to achieve good performance, social competence, self-efficacy, and knowledge sharing must be in adequate condition. through the level of task difficulty, strength of belief, and wide area of behavior.

CONCLUSION

The better social competence, self-efficacy and knowledge sharing together, it will improve the performance of high school employees by sharing knowledge as the dominant variable that influences the performance of high school employees. Based on the results of the research and discussion that has been presented above, there are several suggestions that researchers can convey, namely, first, lecturers need to have good social competence, a high level of self-confidence and a willingness to share knowledge with other lecturers. Second, administrative staff need to have a high service spirit in providing academic services to students through caring for students' interests. Third, management needs to be more empathetic towards lecturers and students through effective division of learning hours and able to improve the quality of teaching and learning well. Fourth, the foundation board needs to come down more often to find out the state of management in managing high schools for the better.

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