

Quality Management Analysis of Tertiary Institution Operational Performance in Implementing Blended Learning in New Normal Era for Students Introduction to Business Subject

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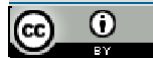
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ABSTRACT

The purpose of this research is to find out how the operational performance and quality management of the tertiary institution is in implementing blended learning in the new normal era for students in introduction business subject particularly. In this research, the authors used a qualitative descriptive approach, focusing on the study of quality management through operational performance. The data collection techniques applied in this research are observation, interview, and documentation. The results of this research state that operational performance of tertiary institutions in implementing blended learning in the new normal era for students in introduction to business subject has a great responsibility in improving the quality of the blended learning system on an ongoing basis

INTRODUCTION

Quality management in an organization is a top priority in determining customer satisfaction, it can be used as a benchmark to assess operational performance in an effort to raise awareness for employees to improve service quality and satisfaction for service or product users. The quality of services provided by the organization must be considered and evaluated periodically in accordance with scientific and technological developments.

In education world, educators are encouraged to innovate and make a change according to technological developments base on the needs of community in order to produce students who are superior and able to compete as nationally and internationally. Educational Objectives based on law number 20 of 2003 about national education states that the purpose of education is to develop the potency of students to become human beings who believe in and fear God Almighty, have noble character, are healthy, knowledgeable, capable, creative, independent and become democratic and responsible citizen. In this case, educational institutions have an important role in realizing the goals of the Education Law made by the government. Therefore, the educational institutions must improve the level and quality of service, as well as evaluate the operational performance of educational institutions that are adapted to environmental conditions, technological developments and scientific developments.

The covid-19 pandemic that hit the world began to enter Indonesia in March 2020, it had been greatly impacting for all aspects of Indonesian people life, especially for education environment, the covid-19 pandemic had changed the learning methods in Indonesia from offline (face to face) learning methods were set to be online (online), all activities must be carried out online to minimize transmission of the covid-19 virus. However, after about two years of Covid-19 hitting Indonesia, the government begin to implement a new normal era. New normal era is the implementation of activities outside the home by adjusting to living conditions outside the home while still paying attention to health protocols.

Implementation of learning method in the new normal era that is used is the blended learning method. Blended learning is a combination of learning methods between offline and online. This blended learning method is expected to improve the quality of learning services in the new normal era for students. This is accordance with the curriculum 2019 which states that one of the learning models used is the blended learning model, namely a learning method that combines face-to-face learning and online learning which is using media such as websites (google classrom, google meet), zoom, blogs, vlogs via youtube or handheld media in the form of Android such as WA, telegram, and applications on OS. In implementing this blended learning method, independence, ability, collaboration between lecturers and students are needed in overcoming complex problems, and good communication between the two parties is needed.

Online learning methods certainly have advantages and disadvantages, the advantages of online learning for students, they can study from anywhere that is connected to the internet without space and time limits, this will expand the reach of students in studying. The main drawback of the online method is the

problem about internet network, students participating in online learning are less controlled by educators, it causes students will not focus on following lessons, it is worried can also reduce the interest of students in studying. By implementing blended learning method, it hopes can improve the quality of educational institution services for students in fostering students independence to study in the new normal era. It means that all elements of education providers, including students, must be prepared to face this change through the adaptation of learning models that are relevant to the times.

Improving the quality of learning services is an effort to foster talents and interests as well as improving the quality of students who are qualified, superior and able to compete in their fields nationally and internationally. In implementing benchmarks or basic references in the form of quality management or integrated quality management in tertiary institution, the leaders / directors of tertiary institution and lecturers play an important role in encouraging every tertiary institution personnel to play their role and contribute to improve the education quality. Therefore, leaders / Directors of the tertiary institution and lecturers can effectively carry out quality management.

Universities or campuses must continuously make improvements to improve the expected quality in accordance with demands and changes. Improving this quality must start from a leader, namely the leader / director of tertiary institution who is responsible for the implementation of education in college, although in essence every personnel in the tertiary institution has responsibility of it. The quality of tertiary institutions can be seen one of them through the results (output) in the form of graduation and grades obtained.

From the phenomena describe above, so in this research will analyze the quality of management in implementing blended learning for the new normal era by involving the students who are taking introduction business subject as samples of this research. It aims to facilitate data collection and provide accurate analysis.

The purpose of this research is:

1. To find out how the operational performance of the tertiary institution is in implementing blended learning in the new normal era for students in introduction business subject particularly.
2. This research also aims to find out how the quality management in implementing blended learning in the new normal era for students in introduction business subject.

Therefore, it is concluded that the research title that will be raised in this article is "Quality Management Analysis of Tertiary Institution Operational Performance in Implementing of Blended Learning in the New Normal Era for Students in Introduction to Business Subject".

LITERATURE REVIEW

Quality Management

Terry (2015) states that management is a typical process which is consisting of actions: planning, organizing, directing and controlling which are carried out to determine and achieve the goals that have been set through the use of human resources and other sources. Meanwhile, Siagian (2003) states that management is the ability or skill to obtain a result in the context of achieving certain goals through the activities of other people which is the main means of implementing administration.

According to Atmodiwirio (2000) education management is the process of planning, organizing, leading, controlling educational staff, educational resources to achieve educational goals. In addition, the perspective of tertiary institution seen by management according to Tola and Furqon (2006) cited by Suharsaputra (2013) are: services study for students, students management and services, campus facilities and infrastructure, programs and financing, community participation and campus culture.

According to Nasution (2005), Total Quality Management (TQM) is the integration of all management functions, all parts of a company and all people into a holistic philosophy built on the concepts of quality, teamwork, productivity and customer satisfaction. So educational quality management is an institution designed for student teaching under the supervision of educators or teachers / lecturers with a quality management system. Therefore, in order to realize the vision and mission of education, good school / campus performance is needed, both for staff, teachers, students and all elements of tertiary institutions, and accompanied by approaches that have TQM elements as revealed by Goetsh and Davis (Nasution, 2005) in theory, namely:

- a. Focus on customers
- b. Quality obsession
- c. Scientific approach
- d. Long term commitment
- e. Teamwork
- f. Continuous system improvement
- g. Education and training
- h. Controlled freedom
- i. Unity of purpose
- j. There is engagement and employee empowerment

Operational Performance

According to Sutrisno (2017) "performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization." According to Mangkunegara (2017) "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him."

Walizer & Wienir (2015) state that operational is a complete set of instructions about what must be observed (observation) and how to measure a variable or concept of the operational definition and can help us to classify the

phenomena around into a special category of a variable. Meanwhile, according to Sutama (2016) the operational definition is giving or assigning meaning to a variable with the specifications of the activities or implementation or operations needed to measure, categorize, or manipulate variables.

Educational operational performance namely carry out educational programs in real educational activities in the field. According to Suryosubroto (2004) the operational organization of tertiary institution is the whole process for selecting and sorting (teachers and school personnel) as well as allocating facilities and infrastructure to support people's tasks within the framework of school goals which consists of determining the person's duties, responsibilities and authorities. as well as work mechanisms to achieve school goals. So an indicator of the operational performance of the tertiary institution is the level of teamwork for the operational needs of the tertiary institution. (Pidarta, 2005)

Blended Learning

Combination learning or blended learning is learning that combines face-to-face learning models with ICT-based learning models (Vaughan, 2007). This combination learning is also often called teaching hybrid methods, namely learning methods that combine face-to-face teaching methods with online teaching methods (Delialioglu and Yildirim, 2007).

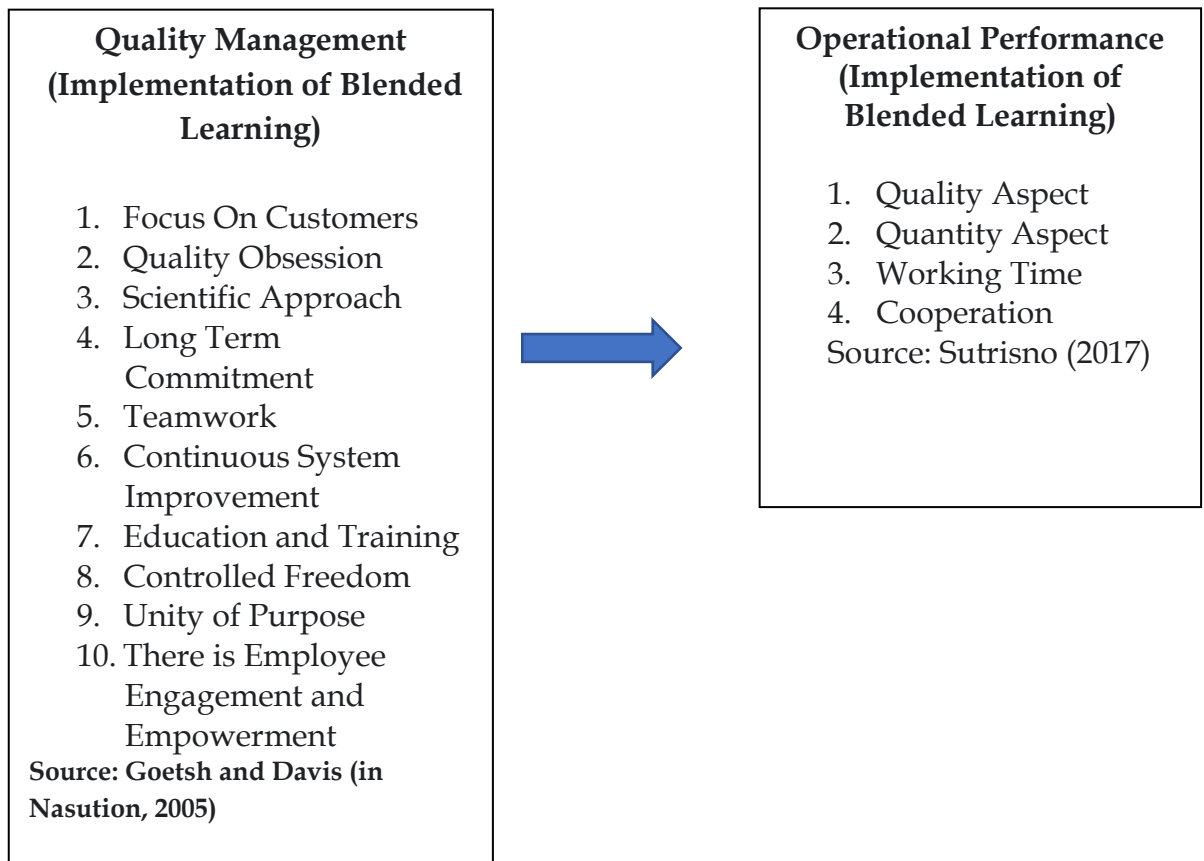
Previous Research

Munizu (2015) with the title research "The Influence of the Implementation of Total Quality Management (TQM) Practices on Quality Performance" from his research concluded that TQM identified that the degree of increase or decrease in product quality performance was largely determined by TQM variables. Ismail (2016) in his research entitled "Implementation of Total Quality Management (TQM) in Educational Institutions" concluded that there are several main things that need to be considered in implementing TQM in education, namely: continuous improvement; determining Quality Standards, (Quality assurance); change of culture (change of culture); organizational change (upside down - organization); and maintaining relationships with customers (keeping close to the customer). The implementation of TQM needs to be supported by a good implementation strategy and the cooperation of all elements of the school.

RESEARCH METHODS

Research Design

Based on the description above regarding the background, problems, and research objectives as well as the literature review that has been described, the authors created a research design to link quality management variables with operational performance as explained in the following research framework image:



Picture 1. Research Framework

Types of Research

In this research, the authors used a qualitative descriptive approach, focusing on the study of quality management through operational performance. According to Bogdan and Taylor quoted by Lexy.J. Moleong (2007), a qualitative approach is a research procedure that produces descriptive data in the form of written or spoken words from people and observed behavior. Qualitative research focuses on social phenomena, giving voice to the feelings and perceptions of the participants under study. Qualitative research tells and interprets data based on existing situations, attitudes and views in society (Ahire & Golhar 2011). The goals to be achieved from users of descriptive analysis techniques are: a study by systematically, factually and accurately describing facts, existing events.

Table 1. Variables, Indicators and Measurements Variable Indicator Measurement

Variable	Indicator	Measurement
Quality Management (Implementation of Blended Learning)	1. Focus On Customers	In-depth interviews with students taking introduction to business subject
	2. Quality Obsession	
	3. Scientific Approach	
	4. Long Term Commitment	
	5. Teamwork	
	6. Continuous System Improvement	
	7. Education and Training	
	8. Controlled Freedom	
	9. Unity of Purpose	
	10. There is Employee Engagement and Empowerment	
Source: Goetsh and Davis (in Nasution, 2005)		
Operational Performance (Implementation of Blended Learning) of	1. Quality Aspect	In-depth interviews with campus administrators
	2. Quantity Aspect	
	3. Working Time	
	4. Cooperation	
Source: Sutrisno (2017)		

Location and Time of Research

The research was conducted at a private tertiary institution in Pekanbaru City. The author's reason for choosing this location is because this location is strategic in collecting data related to the research focus to be studied.

Data Type

This research uses qualitative data types. According to Emzir (2011) qualitative data is data collected that takes the form of words or pictures rather than numbers. The data includes interview transcripts, field notes, and others.

Data Source

The data source used by researchers in this research is using interview techniques, where researchers collect informants to respond or answer a list of questions that have been made before, both written and oral questions. The data source is the main subject in the research process above. There are 2 sources of data from this study, namely:

1. Primary Data, namely data obtained directly from the campus management and students taking introduction to business subject through in depth interview.
2. Secondary Data, namely data obtained from books, literature, and articles that have relevance to the object of this research.

Data Collection Technique

The data collection techniques applied in this research are:

1. Observation, in this research observations were made by visiting or coming directly to the research location.
2. Interviews, conducted face to face or face to face with the informants to be interviewed, namely students and campus administrators.
3. Documentation, collection of data obtained from documents and literature as material for analysis in this research

RESULT

The results of this research were obtained through in-depth interviews directly with informants and direct documentation in the field. The informants in this study were students who took the introduction to business subject and campus management as well as lecturers who taught these introduction to business subject.

Furthermore, researchers also make observations to complete the data that has been found as well as discussions that are focused on the problem under research. Researchers use a qualitative approach to see the natural conditions of a phenomenon with a descriptive method. This approach aims to gain understanding and describe complex realities. Research with a qualitative approach is a research procedure that produces descriptive data in the form of written or spoken words based on the person or behavior observed (Nasution, 2003). The qualitative descriptive analysis method is a research method that is carried out to describe the processes or events that are currently taking place in the field that is used as the object of research, then the data or information is analyzed so that a solution to the problem is obtained.

DISCUSSION

Analysis of Tertiary Institution Operational Performance in Implementing Blended Learning in the New Normal Era for Students of Introduction to Business Subject.

In this section, the author describes various matters regarding the results of observations, interviews based on a list of questions that have been designed previously, as well as documentation in the field. Then do the data collection, and analyze the data that has been obtained. To carry out an analysis of operational performance in implementing blended learning in the new normal era for students taking introduction to business subject, in-depth interviews were conducted with campus management and lecturers in charge of introduction to business subject by asking several questions that had been made based on the indicators used to analyze operational performance variable. The discussions carried out included:

1. Quality Aspect

According to campus management, implementing blended learning in the new normal era has its own challenges because in general, currently most tertiary institutions have abolished online learning, but they decided to still apply it for reasons of efficiency in many ways, some of which are time efficiency and operational costs for each meeting, for example can minimize expenses for paying lecturers which is calculated based on the quantity of meetings because this campus implements separate classes for male and female students. So when face-to-face lectures are held, the lecturer will be paid for two classes at once in one meeting at different times. Meanwhile, if online lectures students do not have to be separated because they can directly attend lecturer lectures in the same schedule and at the same time so that lecturer payments are only counted for one meeting.

However, according to campus management, the blended learning system that is implemented still maintains the quality of the knowledge transfer that is carried out well because this tertiary institution also understands that they are a service institution or can also be called a service industry, namely institutions that provide services. The campus hopes to always make improvements in various ways, one of which is to provide the best service to students so that they are comfortable in carrying out lecture activities. In addition, improving the quality / quality of education as well as facilities and infrastructure is also the main goal of campus management.

One of way that campus management does to keep the quality of the blended learning system running well is for the employees in charge of always providing updated information to lecturers and students to remind them about face-to-face schedules so they don't forget. Facilitating this lecture is also very communicative and responsive to the obstacles faced by lecturers and students during blended learning lectures.

2. Quantity Aspect

Based on information obtained from informants from campus management, data was obtained that each teaching lecturer was scheduled in such a way that no one clashed with each other with the 1: 1 blended learning system, meaning one week of face-to-face lectures 1 week later online lectures and so on. As the data described below for the blended learning schedule for introduction to business subject:

Table 2. Schedule of Blended Learning Classes for Introduction to Business Subject

SCHEDULE OF FACE-TO-FACE AND ONLINE LECTURES

SEPTEMBER				OKTOBER				NOVEMBER				DESEMBER			
05 - 11	12 - 18	19 - 25	26 - 02	03 - 09	10 - 16	17 - 23	24 - 30	31 - 06	07 - 13	14 - 20	21 - 27	28 - 04	05 - 11	12 - 18	19 - 25
SEMESTER 1 MALAM															
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

FACE-TO-FACE LECTURE
 ONLINE LECTURES
 FINAL EXAM

3. *Working Time*

From the data and information obtained, the working time applied to these institutions differs between employees, lecturers and lecturers who also occupy structural positions as employees or part of campus management. Employees are required to come every day to fulfill their work responsibilities according to the schedule set by the campus as well as lecturers who also concurrently serve as employees with working hours of approximately 8 hours a day with morning or evening shifts because the campus also opens evening classes which are generally reserved for students working. Meanwhile, lecturers only come according to the teaching schedule set by campus management.

Employees are given 1 day off a week. From Monday to Saturday, employee operational hours and campus management operational hours start at 8 am until 5 pm. On Sundays, the campus is open from the afternoon until the evening at 10 pm due to the evening class student lecture schedule. Therefore, employees who still work on Sunday at this hour are included in the overtime work category, they are rotated every week to work overtime on Sunday.

4. *Cooperation*

Based on the results of in-depth interviews and observation with the campus management, then it is known that there is good cooperation and facile communication between campus management, employees, and lecturers in order to create a good blended learning lecture system. This is evident from the fact that the blended learning system is still being implemented until now by providing learning facilities as expected by students so that most students taking introductory business courses still feel that learning using the blended learning method is still effective to be applied in the new normal era as it is today.

Analysis of Quality Management in Implementing Blended Learning in the New Normal Era for Students in Introduction to Business Subject

As explained in the research design above, that in order to analyze quality management in implementing blended learning in the new normal era for students taking introduction to business subject, there are 10 indicators used as a guide in making a list of questions when conducting in-depth interviews with students. The following is an explanation of each indicator in quality management:

1. *Focus on the Customer*

In the field of education, Total Quality Management (TQM) leads to customer satisfaction for internal customers and external customers (external customers). At this college, internal customers such as campus leaders, lecturers, employees and other institutional administrators. While external customers such as students, the community, and others. Therefore, it can be said that external customers determine the quality of products or services delivered to them, while internal customers play a major role in determining the quality of people, processes, and the environment associated with products or services.

Based on in-depth interviews with campus management as internal customers and students taking introduction to business courses as external customers to get answers about their satisfaction with campus quality

management in implementing blended learning, the campus management stated that they had provided the best according to their abilities so that the blended learning system can run well such as making careful planning, arranging the right lecture schedule, and providing facilities and infrastructure that make it easy for lecturers to interact with students both during face-to-face and online lectures.

Then, according to students who took introduction to business subject, from the answers given during interviews according to them the campus has provided much-needed facilities for online and face-to-face lectures and lecturers can increase the same enthusiasm for learning between online and face-to-face, when online lecturers provide questions and assignments that must be answered online can increase student enthusiasm to continue taking online lectures until they are finished. This is also done by the lecturer in face-to-face where each student activity is given a value according to their learning outcomes so that they feel the assessment given by the lecturer during blended learning is very objective.

2. *Quality Obsession*

Based on information obtained from in-depth interviews with students, they stated that the campus always tries to provide good service while implementing a blended learning lecture system. This can also be seen from the campus which always makes improvements to the quality of its services such as arranging online and face-to-face lecture schedules that meet student expectations, employees trying to provide the best quality service to students, examples of good academic services, providing a quick response when there are problems when blended learning is implemented and others. In addition, lecturers can also carry out blended learning well, such as coming on time, the material provided is very clear online and face to face, the assessments given are very objective and the lecturer can manage the class well so that introductory business classes that apply blended learning are very enthusiastic. followed by students.

3. *Scientific Approach*

From the information submitted by students, information was obtained regarding indicators of a scientific approach, the material presented by lecturers in accordance with the discussion, carried out systematically, the learning methods applied by lecturers during online and face-to-face lectures were very interesting and could increase student learning motivation.

4. *Commitment*

Based on the results of observations and interviews with students, it is known that in implementing blended learning students and lecturers have commitments that must be fulfilled during the lecture process, namely regarding the deadline for lateness in attending lectures and the rules for implementing the teaching and learning process. In this case lecturers and students always try to keep the commitments that have been made.

5. *Teamwork*

From the observations made by the author, it can be said that there is good cooperation between all elements on campus, namely campus management, employees, lecturers and students so that the blended learning lectures are running well and students feel that they are still very effective to apply in the new normal era as it is now.

6. *Continuous System Improvement, Education*

These five indicators were asked simultaneously in in-depth interviews with campus management and students. Information was obtained that most of the evening class students hoped that this blended learning lecture system would continue to run for the long term with the hope that the campus would always improve quality on an ongoing basis. This is because students who take these night classes are generally already working, so when the campus implements the blended learning lecture system they feel they can be more independent in the learning process and help relieve students because they can still attend lectures anywhere so they feel more effective and efficient. This indicates that the campus has given freedom but this is still under control because when undergoing face-to-face or online lectures, they cannot be separated from the guidance and monitoring of lecturers and campus management because of an attendance system that facilitates this.

So in implementing blended learning campus management, employees, lecturers and students together are committed to running this lecture system properly with the aim that blended learning runs smoothly.

CONCLUSION AND RECOMMENDATION

Based on the discussion and research results described above, can be concluded from this study as follows:

1. The results of an analysis of the operational performance of tertiary institutions in implementing blended learning in the new normal era for students in introduction to business subject state that tertiary institution has a great responsibility in improving the quality of the blended learning system on an ongoing basis, it can be seen from the indicators that form the basis of analysis in research this was done in an in-depth interview with campus management, namely the aspects of quality, quantity, working time, and cooperation, all indicators were running according to plan. All components in the tertiary institutions, namely college leaders, employees and lecturers carry out their respective roles in providing good performance to support the implementation of quality higher education operational performance through integrated quality management. The need for leaders involvement as a manager in the institution he lead plays a role in efforts to improve the quality of education, especially in terms of implementing blended learning in the new normal era.
2. From the results of an analysis of quality management in implementing blended learning in the new normal era for students in introduction to business subject, it can be concluded that campus management has managed well so that blended learning runs smoothly while maintaining

the quality of knowledge transfer as good as it was at the time to face to face lecture. This is also inseparable from the role of lecturers in managing students well so that they still have high motivation and enthusiasm in studying even though they do not always get knowledge directly from lecturers or it is called online learning.

3. The ability of tertiary institutions to carry out good quality management is highly depend on the readiness and ability of each tertiary institution component to carry out their duties in their respective fields. Sometimes management cannot run well not because of errors in implementation but because of the unpreparedness of the education component to carry out its role. Therefore, college leaders need to directly review the readiness of all tertiary institution components, such as employees, lecturers, students, learning materials, all systems that are interrelated in making integrated quality management effective.

ADVANCED RESARCH

For further research, it is expected to be more perfect in analyzing the variables discussed in this qualitative research

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