

The Effect of Ethical Leadership on Job Satisfaction Mediated by Self Efficacy at PT. Eco Ego Store Bali

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Abstract: Job satisfaction is an employee's feeling of his job in an organization including feelings of satisfaction or not that come from the results of employee interactions with their work environment and employee assessments of their work. This study aims to determine the effect of ethical leadership on job satisfaction mediated by self-efficacy. This research was conducted at PT. Eco Ego Store Bali. This study used a sample of 37 employees, with a saturated sampling method. The analysis technique used in this research is path analysis. The results of this study found that ethical leadership has a positive and significant effect on job satisfaction. Ethical leadership has a positive and significant effect on self-efficacy. Self-efficacy has a positive and significant effect on job satisfaction. Self-efficacy mediates ethical leadership on job satisfaction. Several efforts to increase job satisfaction at PT. Eco Ego Store Bali is to improve existing work facilities to make employees more comfortable, increase the attitude of company leaders who want to care about the welfare of the community around the company, provide employees to work for a long time at certain times to foster employee self-efficacy so that they can increase job satisfaction.

Keywords: Ethical Leadership, Job Satisfaction, Self-efficacy.

I. INTRODUCTION

One of the factors that determine the success of a company is job satisfaction. Job satisfaction of employees must be of particular concern because employees have an important role in carrying out various jobs in order to achieve the goals of the company. Lack of employee job satisfaction is indicated by the skills and abilities of employees that are not properly explored due to the lack of training and education for the types of work provided so that the employees' abilities are less developed in completing the assigned work. Robbins and Judge (2015) explain that job satisfaction is a positive feeling about work, which results from an evaluation of its characteristics. Someone with a high level of job satisfaction has positive feelings about their job, while someone with a low level of job satisfaction has negative feelings. Afandi (2018: 79) explains that job satisfaction has an effect, such as: 1) Productivity. High productivity leads to an increase in job satisfaction if employees perceive that what the company has achieved is in accordance with what they have received, which is fair and reasonable and is associated with superior work performance. 2) Absence. Absence is more spontaneous and reflects less dissatisfaction. 3) Worker Leave. Quitting or leaving employees from work has a large economic impact, so it is most likely related to job dissatisfaction.

Ethical leadership is leadership that demonstrates normative behavior through personal actions and interpersonal relationships, and promotion of actions to followers through two-way communication, reinforcement, and creation. Ethical leaders have behavior related to ethical norms such as: trustworthiness, respect for others, fairness, responsibility, using power wisely, and honestly (Wirawan, 2013: 102). Chughtai (2015) states that ethical leadership involves participation in decision making. The decisions taken in this case pay attention to the welfare of subordinates, and build trust-based relationships with their subordinates to increase job satisfaction. Li et al., (2014) suggest that ethical leadership can affect the functions, attitudes, and employee satisfaction with the assigned job. The better leadership that uses the values and ethics and integrity that are applied, the higher the satisfaction that will be obtained because employees can feel comfortable in their work through the treatment applied by the leader.

Kilapong (2013) states that self-efficacy is a person's belief in their capacity to achieve success in their duties and responsibilities for their Ardiani (2018) suggests that employees with high self-efficacy tend to have high job satisfaction as well, because employees who have high self-efficacy believe in being able to do and complete work better than employees with low self-efficacy. Therefore, self-efficacy can affect employee satisfaction regarding the work done. High self-efficacy will lead to high job satisfaction and low self-efficacy will lead to low job satisfaction (Dewi, 2014). Self-efficacy concerns the level of self-confidence that exists in every employee in solving problems in each job. Brown et al., (2005) found that self-efficacy was able to mediate the effect of ethical leadership on job satisfaction. This is because when ethical leadership is carried out well by paying attention to ethical and moral values it can cause comfort for its employees and has an effect on fostering employee self-efficacy to complete work, it will have an impact on increased employee job satisfaction (Neubert et al, 2009).

II. REVIEW OF LITERATURE

Bandura (1997) argued that social learning theory can be the basis that self-efficacy acts as a mediator with the influence of ethical leadership on job satisfaction. Ethical leadership is closely related to social learning theory, because the role of ethical leadership has an influence in instilling values, ethics and providing direction in doing work to employees. This theory also emphasizes the learning process from the external environment or modeling to support employee self-efficacy and will have an impact on job satisfaction experienced by these employees. Leaders use role modeling in providing direction to convey behaviors related to ethical norms and values that are appropriate for employees.

Trevino and Harrison (2003) stated that the ethical leadership style is reflected in the behavior of the leader to his subordinates. Leaders build interpersonal interactions with employees in accordance with organizational values and enforce these behaviors through two-way communication, strengthening values and in decision making. Leaders by using their legitimacy can influence the formation of organizational values through the language, symbols and rituals that are applied.

Prasarana and Surya (2016) believes that the individual will be confident in his ability to complete tasks or face all problems when the goals to be achieved are clear. In other words, to grow the efficacy or confidence in employees, it is necessary to provide clear goals or targets from company policies as well as achievement targets for individuals personally. Self-efficacy contains an assessment of a person's personal ability to initiate and successfully perform assigned tasks at a designated level, in greater effort, and withstand adversity (Merideth, 2007).

III. RESEARCH METHODOLOGY

1.1 Research GAP

The research will be conducted at PT. Eco Ego Store Bali, which is located at Jalan Kayu Aya No.44, Seminyak, Kuta, Badung Regency, Bali. PT. Eco Ego Store Bali is a company engaged in handicrafts since 2010 which produces products made from wood and bamboo which are then processed into souvenirs such as glasses, cellphone cases, necklaces and bags. From the results of pre-research by interviewing the Operation Manager and 3 sales employees, it was found that there were several problems regarding the lack of employee job satisfaction including: employee skills and abilities, work environment atmosphere, coworkers and types of work given to daily work in the company. Lack of employee job satisfaction is indicated by the skills and abilities of employees that are not properly explored due to a lack of training and education on the type of work provided so that the employee's ability to complete the work given is not well developed. The atmosphere of the work environment that is less comfortable is also an indication of the lack of support for facilities to complete work efficiently. Inadequate facilities are one of the influential things to support work, because entering the digital era that already uses online systems such as product marketing, advertising, social media, requires sophisticated technology to facilitate the work process, but this has not been fulfilled so that employees less satisfied in the work completion process. Communication that is not going well between colleagues makes employees feel less connected and has an impact on the lack of satisfaction of the employees themselves. Job placement that is not in accordance with the ability of employees also makes employees lack self-confidence (self-efficacy) so that work results are not optimal and have an impact on low company productivity and employee satisfaction.

1.2 OBJECTIVES

- To analyze the effect of ethical leadership on job satisfaction.
- To analyze the effect of ethical leadership on self-efficacy.

- To analyze the effect of self-efficacy on job satisfaction.
- To analyze the mediating role of self-efficacy in the influence of ethical leadership on job satisfaction

1.3 RESEARCH METHODOLOGY

This research is a causal research, which identifies the causal relationship between the variables forming the model using an associative quantitative approach. This study will analyze the effect of ethical leadership on job satisfaction mediated by self-efficacy. This research was conducted at PT. Eco Ego Store Bali which is located at Jl. Kayu Aya No.44, Seminyak, Kuta, Badung Regency, Bali. This location was chosen because it found problems related to ethical leadership, self-efficacy and job satisfaction. In addition, the selection of this location is also based on the availability of adequate data and can be processed by researchers. The type of data used in this study is qualitative data in the form of responses from respondents in interview activities, opinions of respondents on statements (questionnaires) that have been distributed based on the object of this study, and quantitative data in the form of data on the number of employees and positions of PT. Eco Ego Store Bali.

PRIMARY DATA: Primary sources are data obtained, observed, and recorded directly by the researcher. Primary data collected from this study is by conducting interviews and questionnaires regarding ethical leadership, job satisfaction and self-efficacy which are distributed to respondents (37 people) employees of PT. Eco Ego Store Bali.

SECONDARY DATA: Secondary sources are data that are already in finished form or it can be said that data is already available at PT. Eco Ego Store Bali in the form of the number of employees and positions of PT. Eco Ego Store Bali

1.4 DATA COLLECTION:

Methods of data collection in this study by conducting interviews and direct question and answer with the manager of PT. Eco Ego Store Bali. The data generated when conducting interviews with several employees regarding the influence of ethical leadership, job satisfaction, and self-efficacy in PT. Eco Ego Store Bali. And also, by distributing questionnaires using a list of questions distributed to respondents (employees) related to the problems discussed in this study. Measurement of the answers from respondents using a Likert scale.

SAMPLE TECHNIQUE:

The sampling technique in this study used a saturated sampling technique. Saturated sampling technique is used in this study because basically, a quantitative study must have a minimum sample of 30, and based on the number of population at PT. Eco Ego Store Bali, the total population is used as the sample. Then the number of samples used in this study amounted to 37.

DATA ANALYSIS TECHNIQUE:

Descriptive analysis is used to determine the characteristics and responses of respondents related to the indicators of the research variables contained in the contents of the questionnaire. Inferential statistics is a statistical technique used to analyze sample data and the results are applied to the population. The data analysis technique used to perform data processing is path analysis.

IV. RESULT & ANALYSIS

1. CHARACTERISTICS OF RESPONDENTS

Based on the results of the study, the characteristics of respondents seen from gender, male gender dominate in this study with a percentage of 62.16 percent because divisions or fields such as stockers and purchasing that require male labor to facilitate work. Based on age, those who have 20-30 years of age dominate with a percentage of 56.76 percent because at that age companies choose employees of productive age because they need employees with good physical energy or abilities for work, especially because the younger generation is more sensitive to technology for the times. now so as to complete the work to be provided more effectively and efficiently. In view of the education of respondents who have diploma education dominates with a percentage of 43.24 percent, because they have skills and have more special abilities in their fields so that employees with diploma backgrounds are more dominant chosen to work in companies. In view of the length of work, respondents who worked for 4-7 years dominate with a percentage of 56.76 percent, because employees with a range of working periods are considered to have more experience and broad insight in carrying out their work.

2. RESULTS OF DATA ANALYSIS

PATH ANALYSIS RESULTS

Based on the results of the regression path analysis 1, the result shows that the ethical leadership variable has a coefficient of 0.736 which means that ethical leadership has a positive influence on self-efficacy, this means that if ethical leadership increases, self-efficacy will increase by 0.736. Based on the results of the regression path analysis 2, the result shows that the ethical leadership variable has a coefficient of 0.272 which means that ethical leadership has a positive influence on job satisfaction, this means that if ethical leadership increases, job satisfaction will increase by 0.272. The self-efficacy variable has a coefficient of 0.403 which means that self-efficacy has a positive effect on job satisfaction. This means that if self-efficacy increases, job satisfaction will increase by 0.403. In calculating the value of the total determination coefficient, it is found that it is 0.820, so the conclusion is 82% of the job satisfaction variable at PT. Eco Ego Store Bali is influenced by ethical leadership and self-efficacy, while the remaining 18% is influenced by other factors that are not included in the research model or outside the research model.

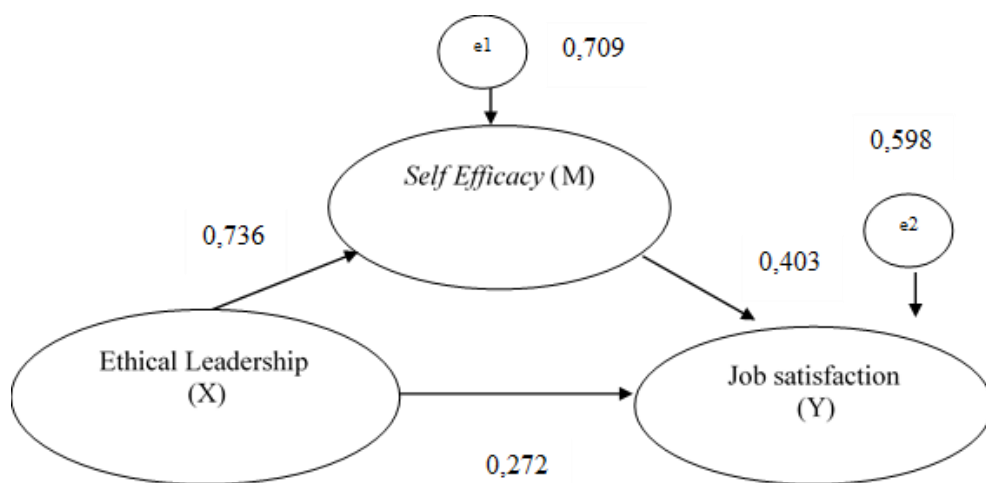


Figure 1. Structure of a Causal Relationship

Figure 1 shows the value of the effect of ethical leadership on the variable self-efficacy and job satisfaction, as well as the magnitude of the effect of the variable self-efficacy on job satisfaction, each of which is the value of the effect value obtained from the standardized coefficient Beta and the magnitude of the value of each error variable from each structural equation.

Table 1: Direct Effect, Indirect Effect of Ethical Leadership (X), On Self Efficacy (M) and Job Satisfaction (Y)

The effect of variables	Direct Effect	Indirect effect through M	Total effect
X→M	0,736		0,736
M→Y	0,403		0,403
X→Y	0,272	0,297	0,569

Source: Research Data, 2021

In Table 1, the summary results of the value of each path of direct and indirect effect between variables and the error value in each structural equation are shown through the path analysis technique.

CLASSIC ASSUMPTION TEST

- The normality test is used to determine whether the data used in the regression model is normally distributed or not. In this study, normality testing was carried out using One-Sample Kolmogorov-Smirnov. The test results show that the value of Asymp. Sig. (2-tailed) Kolmogorov-Smirnov amounted to 0.223 and 0.122. Asymp value. Sig. (2-tailed) Kolmogorov-Smirnov is greater than the alpha value of 0.05, it indicates that the data used in this study are normally distributed, so it can be concluded that the model fulfills the assumption of normality.

- The multicollinearity test was carried out to see whether there was a perfect correlation between the independent variables used in this study by analyzing the tolerance value and the VIF value. The test results show that there are no independent variables that have a tolerance value less than 0.10, the tolerance value for each variable is 0.502 and there is also no independent variable that has a VIF value of more than 10, and a VIF value is 1.993, therefore the model regression free of symptoms of multicollinearity.
- The heteroscedasticity test aims to test whether in the regression model there is an inequality of variants from the residuals of one observation to another, which is done through the Glesjer method. The test results show that each model has a significance value, namely (0.305, 0.836 and 0.170) where the significant value is greater than 5% (0.05). This shows that the independent variables used in this study do not significantly influence the dependent variable, namely absolute error, therefore, this study is free from heteroscedasticity symptoms.

SOBEL TEST RESULTS

The Sobel test results show that the value of $Z = 3.059 > 1.96$ which means that self-efficacy significantly mediates the variable of ethical leadership on job satisfaction at PT. Eco Ego Store Bali, so the hypothesis can be accepted.

3. DISCUSSION OF RESEARCH RESULTS

The effect of ethical leadership on job satisfaction

The results of the hypothesis in this study indicate that ethical leadership has a positive and significant effect on job satisfaction. This means that the better the ethical leadership, the job satisfaction of the employees of PT. Eco Ego Store Bali is also increasing so that the hypothesis is accepted. Based on the results of data collection, it is known that indicators that have a value above the average overall indicator, which means the leader is fair in appreciating his employees. Then the second highest indicator, this means that employees feel company leaders are assisting in work so that employees can more easily understand the job description given. The coefficient of job satisfaction variable is positive, which means that ethical leadership has a positive effect on job satisfaction. The results of this study are in line with the results of Gungor's (2016) research which states that there is a positive influence between ethical leadership and job satisfaction, the more ethical leadership increases, the job satisfaction will increase. There is a significant effect of ethical leadership on job satisfaction, which means that if ethical leadership is carried out properly, job satisfaction will also increase (Harmoko and Sulisty, 2014).

The effect of ethical leadership on self-efficacy

The results of the hypothesis in this study indicate that ethical leadership has a positive and significant effect on self-efficacy. This means that the ethical leadership of the employees of PT. Eco Ego Store Bali, the more confidence in the employees of PT. Eco Ego Store Bali so that the second hypothesis is accepted. Based on the results of data collection, it is known that indicators that have a value above the average of all indicators, which means that the leadership is fair in terms of appreciating employees, the company leadership provides assistance in work, this means that employees feel that the company leader is assisting in work so that employees can more easily understand the description. job given. The coefficient of the ethical leadership variable is positive, which means that ethical leadership has a positive effect on self-efficacy. The results of this study are in line with research by Wang et al., (2015) which states that ethical leadership can increase the confidence of employees who work positively (self-efficacy). Mehmood, S (2016) also concluded that ethical leadership is positively related to self-efficacy, so that the better ethical leadership is applied, the more self-efficacy will be.

The effect of self-efficacy on job satisfaction

The results of the hypothesis in this study indicate that self-efficacy has a positive and significant effect on job satisfaction. This means that the better the self-efficacy, the job satisfaction of the employees of PT. Eco Ego Store Bali will increase so that the third hypothesis is accepted. Based on the results of data collection, it is known that indicators that have a value above the average of all these indicators mean that in their work employees are able to encourage themselves first. Then the indicator that I work hard to complete the job, this means that in his work the employee has finished as much as possible. The results of this study are in accordance with the results of research by Trisna Wijayanti and Nugroho (2014) which reveal that there is a significant effect of self-efficacy on job satisfaction. Rian Salangka and Lucky Dotulong (2015) in their research showed that self-efficacy has an effect on employee job satisfaction. The coefficient of the self-efficacy variable is positive, which means that self-efficacy has a positive effect on job satisfaction.

The effect of ethical leadership on job satisfaction by mediating self-efficacy

The results of the hypothesis in this study indicate that ethical leadership has a positive and significant effect on job satisfaction of employees of PT. Eco Ego Store Bali with mediation of self-efficacy, so that self-efficacy is a mediating variable for the influence of ethical leadership on job satisfaction, so the fourth hypothesis is accepted. Based on the results of data collection, it is known that the indicators of leadership always respect their employees without differentiating between one another, this means that the leadership is fair in respecting their employees. Then the indicator of the company leadership is assisting in work, this means that employees feel that the company leader is assisting in work so that employees can more easily understand the job description given. The coefficient of variable X is positive, which means that ethical leadership has a positive effect on job satisfaction by mediating self-efficacy. In line with Neubert et al., (2009) in their research, it concluded that self-efficacy has a positive effect in mediating the effect of ethical leadership on job satisfaction. This is because when leadership is carried out by paying attention to ethical and moral values it can cause comfort for its employees so that it fosters employee confidence in completing work, it will have an impact on increased employee job satisfaction.

4. RESEARCH IMPLICATIONS.

The theoretical implications of the results of this study provide evidence on the development of human resource management and organizational behavior, especially regarding ethical leadership, self-efficacy and job satisfaction which are able to empirically prove the theory used in this study such as social learning theory using learning theory that focuses on environmental or external factors. Social Learning Theory combines behavioral and cognitive theories in which individuals learn behavior through observation and then imitate or adopt these behaviors, so that when an individual gets good or ethical behavior from his observations it will have an impact on increasing the confidence of the individual because he feels comfortable with treatment from leaders who can provide good values to employees and will increase employee job satisfaction.

The research implication of this study shows that with better ethical leadership, self-efficacy will increase and also lead to increased job satisfaction. This study also provides an understanding that good ethical leadership and self-efficacy can significantly increase job satisfaction, when increased ethical leadership is obtained by increasing self-efficacy, then the self-efficacy that is felt is getting better so that it has the potential to increase job satisfaction. The implications of the results of this study can also provide additional references for further research that discusses ethical leadership and job satisfaction, self-efficacy.

V. CONCLUSION

Based on the discussion in the previous chapter, the conclusions of this study are as follows: Ethical leadership has a positive and significant effect on job satisfaction for employees of PT. Eco Ego Store Bali. This shows that the better the ethical leadership, the more satisfied the employee's job satisfaction. Ethical leadership has a positive and significant effect on self-efficacy for employees of PT. Eco Ego Store Bali. This shows that the better ethical leadership, the condition of employee self-efficacy will increase. Self-efficacy has a positive and significant effect on job satisfaction for employees of PT. Eco Ego Store Bali. This shows that the better the employee's self-efficacy, the more satisfied the employee's job satisfaction. Self-efficacy mediates the significant effect of ethical leadership on job satisfaction for employees of PT. Eco Ego Store Bali. This shows that good self-efficacy of ethical leadership will have a positive and significant impact on job satisfaction.

VI. SUGGESTION

1. With the results obtained, ethical leadership and self-efficacy have a positive and significant effect on job satisfaction at PT. Eco Ego Store Bali, this shows that increasing ethical leadership and increasing self-efficacy can increase job satisfaction at PT. Eco Ego Store Bali. PT. Eco Ego Store Bali must pay attention to ethical leadership of employees in order to feel confident so that it will increase job satisfaction.

2. In terms of job satisfaction, the indicator that has the lowest average is "I feel comfortable with my work environment." What companies must do is improve existing work facilities to make employees more comfortable. In terms of ethical leadership, the indicator that has the lowest average is "The leadership of the company also cares about the welfare of the community around the company", what a company must do is improve the attitude of company leaders who want to care about the welfare of the community around the company, such as assistance in social activities. In terms of self-efficacy, the indicator that has the lowest average is "I try to face obstacles in my work", what the company must do is give employees work for a long period of time at certain times and bind employees to regulations so that they can

better prove their abilities. in completing his work so that increased confidence and an impact on job satisfaction owned by employees of PT. Eco Ego Store Bali.

3. For further research it is expected to add additional variables that can affect job satisfaction, and be able to expand the scope of research that is not only limited to PT. Eco Ego Store Bali, or it can also replace research locations that are not only focused on a research location, so as to provide a more insightful view and can be implemented in general.

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