



The Work Motivation Effect, Training, and Competence on the Employee Performance Over Kemayoran Hospital

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Employee performance is a result of quality and quantity of work by an official in carrying out duties at accordance with the responsibilities. Here, the motivation is a willingness to do their best to achieve organizational goals that also meet one's needs. While the training is an effort aimed to improve the quality of human resources. Thus, the competence is a set of knowledge, skills, and attitudes that must be possessed, internalized, mastered, and realized by someone in carrying out professional tasks without leaving aspects of personality and social abilities in carrying out their duties. The purpose of this research to determine Competency, Training, Work Motivation and Employee Performance aspects. Therefore, around 100 employees participated as respondents in this research. By using Structure Equation Modeling (SEM) and Linear Structural Relationship (LISREL) statistical software version 8.70, we analyze the result. Here, the results showed work motivation has an effect on competence and training has an effect on competence while work motivation did not have a significant effect on employee performance, training had an effect on employee performance and competence had an effect on employee performance.

Keywords: Motivation, training, competence and employee performance.

1. INTRODUCTION

Mitra Kemayoran Hospital has operated since January 8, 1988. The hospital modern equipment is added and equipped one by one as it was inaugurated first as a public hospital. Currently Mitra Kemayoran Hospital has a variety of sophisticated and modern equipment in various fields including sophisticated surgery tools, both minimally invasive and micro surgery as well as other specialist services such as kidney stone shooting (ESWL), radiofrequency as a proof of commitment to good service. Here, Mitra Kemayoran Hospital is also constantly monitored by an independent international body as proven by ISO 9001: 2008 Certificate and 16 Service Accreditation. The conditions of Mitra Kemayoran Hospital is trying to diversify its services, which is to provide maximum service for patients in order to optimize the equipment of the hospital to increase revenue. During 2018, Mitra Kemayoran Hospital achieved good performance which certainly has a significant impact. Based on the results of the hospital's annual report, it can be seen that the average employee performance evaluation of Mitra Kemayoran Hospital in

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a good category due to consist of 161 employees (59.2% of total), the 'special category' consists of 86 employees (31.6%) and for the 'sufficient category' consists of 6 employees (2.2%). In a hospital organization, human resources are one of the main role holders in determining the success of hospital service organizations. This organization will be determined by employee performance which is a determining factor for the final success of the services received by patients. The main task of an employee in accordance with the requirements of the organization is to carry out their work in accordance with work standards. In the context of competence, some literature identifies a fairly broad range of factors that are important for the success of staff and management in an organization. The following data is the level of competence of Mitra Kemayoran Hospital employees when viewed in terms of educational background.

The success of an organization in improving the performance of its employees can be done in various ways, one of which is by conducting training for each of its employees so that the employee becomes skilled and has good knowledge in carrying out their duties. Only a

few types of training are realized above 50%, namely Motivation Training, Leadership Training and Time Management training for employees working as a nurse status, as well as motivation and leadership training for non-nurse employees. The total of training attendance at Mitra Kemayoran Hospital in 2018 was only 26.63%. Looking at the data, it can be seen that the motivation of employees to attend training is still lacking, thus it is necessary to study the factors causing it. So that training can be more efficient and effective in the context of improving the quality of service in hospitals. From the description above, this article is interested in examining more deeply about the elements mentioned above: Competence, Training, Work Motivation and Employee Performance. Therefore, the authors chose the title of the thesis: The Effect of Work Motivation, Training and Competence on Employee Performance at Mitra Kemayoran Hospital.

2. METHODOLOGY

A. Performance

Performance is basically what employees do or don't do. Employee performance is what influences how much they contribute to the organization. Performance improvements for both individuals and groups are the center of attention in efforts to improve organizational performance [1]. In this case, performance (work performance) can be understood as the work, measured both qualitatively and quantitatively, achieved by a hospital officer in carrying out duties in accordance with the given responsibilities. Factors affecting employee performance are Ability, Effectiveness and Efficiency, Authority and Responsibility, Discipline and Initiative.

B. Competence

The competence is a rational behavior to achieve the required goals in accordance with expected conditions [2]. The Minister of National Education in 2005 defined competence as a set of responsible actions carried by a person to be considered capable by the community in carrying out tasks in certain fields of work. Competence is a potential, knowledge, skills, and attitudes that are assessed, related to certain professions regarding the positive, effective, and psychomotor that can be actualized and realized in the form of actions or performance to carry out the profession.

C. Training

The process of teaching new or existing employees the basic skills they need to carry out their work [2, 3]. Training is one of the efforts in improving the quality of human resources in the world of work. Employees, whether new or already employed need to take part in training because of the demands of work that can change due to changes in the work environment, strategies, and so on.

D. Motivation

Motivation is the willingness to do the best to achieve organizational goals and to meet one's needs. However, motivation leads to efforts toward organizational goals, which are related to work and behavior. The three main elements are business, organizational goals, and needs [3, 4]. A motivation is a change in energy in a person characterized by the emergence of feelings and reactions to achieve goals [4]. With this understanding, it can be said that motivation is complex.

The Results of work in quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Based on the definitions above, it can be concluded that performance is a work performance by employees in their workplace in carrying out their duties and responsibilities [5]. Work motivation, training and competence for employee performance in workers in Korea [6]. Based on the above literature the hypothesis can be assessed:

E. Motivation Impact on Competence

A person's motivation starts from the needs, desires and encouragement to act for the achievement of needs or goals. This indicates how strong the drive, effort, intensity, and willingness to sacrifice for the achievement of goals. In this case the stronger the drive or motivation and enthusiasm, it will impact on the higher the value of the performance. The factors that influence competence are ability and motivation while the competency sought by a company from a person depends on the ability, motivation, and individual support received [7]. A positive relationship between motivation, competence, and achievement, meaning employees who have high achievement motivation tend to have high competence, conversely those who have low competency are possible because of low motivation [8]. The relationship between motivation and competence, that work motivation has a positive effect on employee performance [9]. A person's motivation starts from the needs, desires and encouragement to act for the achievement of needs or goals. Motivation is an important variable, which is where motivation needs to get the most attention from the organization in increasing the competence of its employees. Based on the above literature the hypothesis can be put forward:

H₁: Work motivation will increase competence.

F. Effect of Training on Competence

Training for employees is very important to be applied in a company. With the training, it is expected that employees will be able to work more effectively and efficiently, especially to deal with changes that occur such as changes in technology, changes in work methods, demanding changes in attitudes, behavior, skills and knowledge.

The purpose of the training itself is to achieve changes in knowledge, expertise, experience, and attitudes for new employees and old employees in producing work performance that is in accordance with the needs and goals of a company. Employee competence will be able to produce good quality of service to patients. Here, job training has a positive and significant effect on employee performance [10]. Based on the literature above, hypotheses can be proposed:

H₂: Training will improve competence.

G. Effect of Motivation on Employee Performance.

A person's motivation starts from the needs, desires and encouragement to act for the achievement of needs or goals. This indicates how strong the drive, effort, intensity, and willingness to sacrifice for the achievement of goals. In this case the stronger the drive or motivation and enthusiasm will be the higher the performance. The factors that affect performance are the ability and motivation factors. While the performance sought by a company from someone depends on the ability, motivation, and individual support received [11, 12]. A positive relationship between motivation and performance with achievement, meaning that employees who have high achievement motivation tend to have high performance, conversely those who have low performance are possible because of low motivation. The relationship of motivation with employee performance, that work motivation has a positive effect on employee performance [13]. A person's motivation starts from the needs, desire and encouragement to act for the achievement of needs or goals. Motivation is an important variable, which is where motivation needs to get the most attention for the organization in improving the performance of its employees. Motivation is an important variable, which is where motivation needs to get the most attention from the organization in increasing the competence of its employees. Based on the above literature the hypothesis can be put forward:

H₃: Work motivation will improve Employee Performance.

H. Effect of Training on Employee Performance

Training also has a very important role for employees and for the company. Training is one of the tools to adjust tasks and work with the abilities, skills or abilities and expertise of each employee is an effort to improve employee performance as an introduction to certain jobs for the concerned. Here, employee performance will clearly affect the stability of an organization in achieving the goals set. Based on the above literature the hypothesis can be put forward:

H₄: Training will improve Employee Performance.

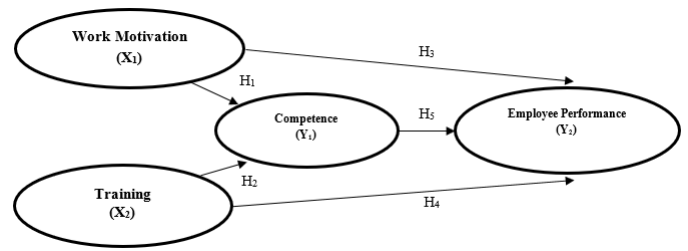


Figure 1. Conceptual frame work

As can be seen in Figure 1, This research aims to explain the causal relationship (influence) and test the hypothesis of Work Motivation, Training and Competence on Employee Performance at Mitra Kemayoran Hospital. This study uses independent variables and dependent variables. Independent variable is a variable that influences or is the cause of the change or emergence of the dependent variable (bound). As the independent variable in this study is the variable of work motivation and training, the intermediate variable (Intervening) is a variable that is influenced by the independent variable and then affects the dependent variable, so the independent variable influences the dependent variable through the intervening variable. In this research, the intervening variable is employee competency. The dependent variable is the variable that is affected or which is due to the independent variable [15]. In this research, the dependent variable is employee performance. Data collection techniques used in this study were filling out questionnaires, study documentation and interviews. Questionnaires are structured techniques for obtaining data consisting of a series of questions, both written or verbal, which are answered by respondents. The questionnaire is an interview format or measurement instrument consisting of questions to obtain various information from respondents.

The study population was 100 people from Mitra Kemayoran Hospital. The sampling technique used is accidental sampling, which is a sampling technique by taking research objects based on the characteristics of the object. The use of this technique is based on factors of willingness and ease in determining the object of research [16]. To determine the minimum sample size required if population size is known, Slovin formula can be used [17]. Population (N) Class XI = 400 Employees assuming an error rate (e) = 10%, then the number of samples (n) is: 80 people \approx 100 people. Data analysis is part of the data testing process after going through the stage of gathering information or data for research. After the required data has been collected, data analysis is performed to answer the hypotheses of the research and answer the problem question of the research. This research uses Structure Equation Modeling (SEM) analysis as a data analysis tool supported by Linear Structural Relationship (LISREL) statistical software version 8.70.

Structure Equation Modeling (SEM) analysis is a multivariate technique that combines aspects of multiple regression and factor analysis to estimate the relationship of interdependence simultaneously [18]. Estimating the measurement error and parameter estimation is the advantage of the data analysis model with the SEM method (see Table I).

Table I. Operational Dimension Variable

Variable	Dimension	The result of the operation of the variable
Competence	Motive	Motivated to achieve something, consistently set challenging goals for himself. Take responsibility for completing, and use feedback to do something better.
	Traits	Hospital employees are able to make their own decisions during an emergency. Hospital employees are able to make their own decisions without pressure from other parties.
	Self-Concept	Employees always anticipate and prevent negligence and respond to negligence by preventing it from happening again. Have a good personality, discipline, honesty and confidence.
	Knowledge	Can do work based on the knowledge he has. In making decisions, employees are always guided by professional regulations.
	Skill	Can carry out certain tasks both physically and mentally. Skills possessed in accordance with the field of work currently involved.
Training	Appropriate Skills	Increase participation in volume jobs Generating employee interest and curiosity about something The problem being faced or being discussed. Develop employee mindset and good ways of working
	Variation Skill	Provide opportunities for the development of talents or employee initiatives that want to find out and investigate new jobs or jobs. Foster positive behavior towards leaders and agencies / institutions in a variety of ways that work livelier and more varied in the work environment better. Provide opportunities for employees to get a way to absorb the direction of the leader who becomes his duty and function as a good employee.
Motivation	Physiological needs	The hospital always provides work facilities for all existing employees. The work space provided is proportional and supports the employee's performance process.
	Safety needs	During this time the hospital always guarantees safety for every employee. Existing safety standards have been able to create conditions that are conducive and safe for all employees.
	Social needs	Good cooperation between fellow employees can increase my work motivation. Communication with colleagues is important so I want to work better.
	Award needs	Every member of the hospital is cultivated with mutual respect. Relationships established by fellow hospital employees have been going well.
Employee Performance	Ability	Hospital sincerity in carrying out the duties or orders of superiors. The skills and abilities of employees in completing tasks / work.
	Effectiveness and Efficiency	The work of the Hospital has a level of usability and adequate usability. The volume of work produced under conditions that are in accordance with the specified deadline and schedule.
	Authority and Responsibility	Tasks given by superiors can be completed with full responsibility, such as being on time with satisfying results. Employees' responsibilities for their duties at work.

Employee Performance (Cont.)	Discipline	Compliance with regulations and time attendance. Timeliness and attendance.
	Initiative	Hospital initiatives in making decisions, such as whether indifferent or supportive in every decision making. Employee initiative in giving useful advice.

3. RESULT AND DISCUSSION

In this research, the measurement of each variable was analyzed by using the Kaiser-Meyer-Olkin method. Here, the sampling Adequacy and Bardet's test of Sphericity are conducted to test whether there is a correlation between variables. Kaiser Meyer Olkin (KMO) was used to measure the adequacy of sampling. The small KMO value shows that factor analysis cannot be used, because the correlation between pairs of variables cannot be explained by other variables. If the KMO value is below 0.500, then the factor analysis cannot be accepted or used, while the acceptable KMO value is above 0.500. The KMO value is below 0.500, so factor analysis cannot be accepted and for the validity of each research questionnaire, the Anti-Image Matrix test is performed. The expected MSA (Measure of Sampling Adequacy) value is a minimum of 0.500.

In validity test the work motivation variables is obtain KMO values above 0.500 while the analysis factor of the work motivation variable with questionnaire can be accept while the work motivation validity test shows valid questionnaires using the Anti Image Matrix, in which the work motivation variable consists of 8 items and all of them are acceptable / valid. The results of the validity of the training variable obtained KMO values above 0.500, then the factor analysis of the Training variable questionnaire can be used or accepted, while the Training validity test shows the questionnaires received using the Anti Image Matrix, in which the Training variable consists of 8 questionnaire items and all values above 0.500 so that the entire questionnaire was declared accepted / valid with component matrix one. The results of the Competency variable validity test obtained a KMO value above 0.500, then the factor analysis on the Competency variable questionnaire can be used or accepted, while the Competency validity test shows valid questionnaires using the Anti Image Matrix, where the Competency variable consists of 10 questionnaire items and the results show that all competency questionnaires are above 0.500 so that the whole questionnaire is declared acceptable / valid with component matrix one. The results of the validity test of employee performance variables obtained KMO values above 0.500, then the factor analysis on the employee performance variable questionnaire can be used or accepted, while the employee performance validity test shows the questionnaires received using the Anti Image Matrix, where the employee performance variable consists of 10 questionnaire items and all values above 0.500 so that the entire questionnaire declared acceptable / valid with component matrix one (see Figures 2 and Table II).



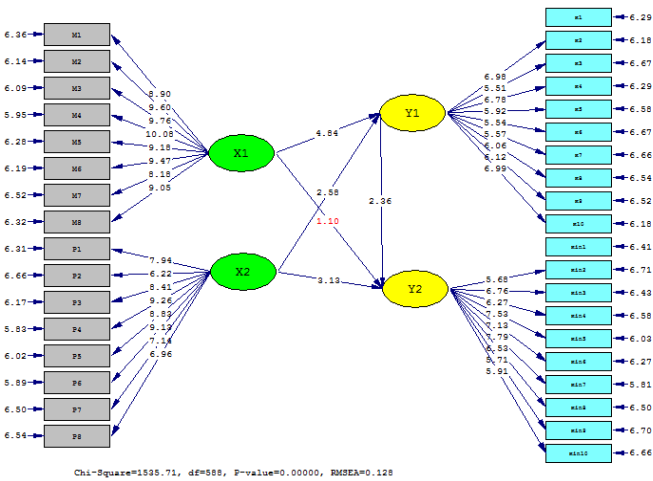


Figure 2. T-Value Path diagram

Table II. Hypothesis Research Model

Hypothesis	Hypothesis Statement	T-Value	Information
H ₁	High work motivation will increase competence.	4,84	Data supports the hypothesis
H ₂	Good training will increase competence.	2,58	Data supports the hypothesis
H ₃	High work motivation will improve employee performance.	1,10	Data does not support
H ₄	Good training will improve employee performance.	3,13	Data supports the hypothesis
H ₅	Good competence will improve employee performance	2,36	Data supports the hypothesis

As can be seen in Table II, In the results of testing the first hypothesis (H₁), it was found that the results of the analysis support the H₁ hypothesis that high work motivation will increase competence. The results of this test indicate that work motivation has an effect on Competence at Mitra Kemayoran Hospital. It can be seen that the work motivation of employees is able to improve the competencies of employees. The tested relationship of motivation with competence, that work motivation has a positive effect on employee performance. A person's motivation starts from the needs, desires and encouragement to act for the achievement of needs or goals. Motivation is an important variable, which is where motivation needs to get the most attention from the organization in increasing the competency of its employees. In the results of testing the second hypothesis (H₂), it was found that the results of the analysis support the H₂ hypothesis that good training will increase competence. This shows that the training is able to increase competency for employees. The job training has a positive and significant effect on employee performance.

Based on the above analysis, it can be seen that the better training that is given to employees will increase competence. In the results of testing the third hypothesis (H₃), it was found that the results of the analysis did not support the H₃ hypothesis, namely high work motivation did not significantly improve employee performance. This indicates that high work motivation will not cause significant changes to employee performance at Mitra Kemayoran Hospital. Motivation is an important variable, which is where motivation needs to get the most attention for the organization in improving the performance of its employees. In the results of the third hypothesis testing (H₄), it was found that the results of the analysis did not support the H₄ hypothesis, namely high training improved the performance of customer employees at Mitra Kemayoran Hospital. This indicates that employees who have been given training have better performance. In the results of testing the third hypothesis (H₅), it was found that the results of the analysis support the H₃ hypothesis, namely good competence will improve employee performance. This indicates that good competence will significantly influence employee performance at Mitra Kemayoran Hospital. The results showed that the Technical Skill Competency Variable, non-technical skill competency, knowledge and ability have a significant effect on improving employee performance.

This research has proven that work motivation has a close relationship with employee performance. High work motivation will be closely related to the level of employee performance in carrying out work activities. There are three human needs, namely; the need for achievement, the need for affiliation and the need for power. These three needs prove to be a very important element in determining one's achievement at work. The closeness of the relationship between motivation and employee performance. The work motivation is a form of encouragement making the employees to focus all their energy and attention to achieve predetermined results. In general, performance can be improved by managing the potential of each employee as well as possible. Employees must be given space and opportunities to excel and perform more optimally. The predicate of humans as social creatures, so that everyone wants to get attention at work, a friendly climate in the work environment and mutual support in doing work. If these needs can be met, then the performance of individuals can be further enhanced which impacts on better organizational performance.

It is shown that Mitra Kemayoran Hospital also carries out ongoing training. The training is quite important to do considering the work field and work time of medical personnel who are very vulnerable to work stress conditions and if it is not resolved it will cause emotional exhaustion, then this training is expected to be able to equip medical personnel with endurance. Although theoretically the training practice can improve employee competency which is useful for encouraging better

performance, there are some things that need to be planned well in training practice. In planning training activities for employees, the management of Mitra Kemayoran Hospital must consider carefully the allocation of costs, time, and performance. Through good planning, it is expected that when training practices are carried out, it will not have an impact on declining organizational performance due to the reduced number of employees working for training activities.

Increased competence of employees of Mitra Kemayoran Hospital is needed in terms of diagnosis, treatment and prevention of patient illnesses. Knowledge enhancement at Mitra Kemayoran Hospital is carried out through ongoing education and training, as well as others to maintain or improve employee skills and knowledge. Increasing employee competency can be done through increasing employee flight hours in carrying out his profession after completing his education. Improved collaboration is done through providing facilities for employees to easily take collective action in groups in an effort to overcome problems and achieve common goals. Increased employee competency can be done through employee coaching programs in increasing trust, confidence in the goals and values of the organization, willingness to exert effort, and intention to keep working in the hospital.

4. CONCLUSION

The results can be concluded from this study. First, high motivation will increase employee competency. Work motivation at Mitra Kemayoran Hospital is able to significantly increase employee competencies. Second, training will increase employee competency. This shows that the training held at Mitra Kemayoran Hospital was able to significantly improve employee competencies. Third, high work motivation cannot improve employee performance. This indicates that employees who have high work motivation do not significantly affect employee performance improvement at Mitra Kemayoran Hospital. Fourth, training improves employee performance. This indicates that employees who have received training will significantly affect employee performance. Fifth, employee competence affects employee performance, in other words if employee competency increases, it will be directly proportional to the increase in employee performance at Mitra Kemayoran Hospital. Limitations in this study can be seen as an improvement needed for further research. In this study the number of respondents has not been able to describe the real conditions. The number of respondents in this research is limited to 100 people and this number does not include all employees at Mitra Kemayoran Hospital. This study uses a questionnaire as a measurement tool because of the need to save time and energy. The questionnaire also has limitations such as bias in filling out questions. It is possible that the respondents did not answer the questionnaire truthfully or

only filled out the questionnaire answers based on the expected ideal conditions and not the actual conditions that were happening. Further research should expand the scope of research, for example by using samples from several Partner Hospitals throughout Indonesia and increase the number of samples examined, to determine the level of employee performance. It is also suggested to develop other dimensions of work motivation, training, and competency indicators. Thus, it can lead to a deeper analysis to determine the level of performance of Mitra Hospital employees. This will improve the performance of medical personnel in hospitals.

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