

## The Effect of Supervision and Quality of Work Life on Organizational Commitment in Moderation of Work Discipline in The Representative Office of Bank Indonesia, North Sumatera Province

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### Abstract

Human resources are essentially people who work for an organization as planners, thinkers and movers to achieve its goals. Human resources (HR) personnel are often highly skilled individuals who serve as the backbone of an organization. This research aims to examine the influence of supervision and quality of work life on organizational commitment in moderating work discipline at the Bank Indonesia Representative Office, North Sumatera Province. The results of this research are as follows: Work Discipline has a positive and significant effect on Organizational Commitment with an original sample value of 0.300 and an ap value of 0.028. Supervision has a negative and insignificant effect on organizational commitment, moderated by Work Discipline with an original sample value of -0.094 and ap value of 0.232. Quality of Work Life has a positive and insignificant effect on organizational commitment, moderated by Work Discipline with an original sample value of 0.141 and ap value of 0.148. Quality of Work Life has a positive and significant effect on Organizational Commitment with an original sample value of 0.278 and ap value of 0.033. Supervision has a positive and significant effect on Organizational Commitment with an original sample value of 0.344 and ap value of 0.018.

**Keywords:** Supervision, Quality of Work Life, Work Discipline, Organizational Commitment

### INTRODUCTION

In general, human resources are divided into two categories: macro human resources, namely the total number of individuals in a country or region who are of working age, and micro human resources, namely certain individuals who work in a company or institution. Supervision is an organic function of management whose role is equal to other management functions, in other words, supervision is a dynamic element in the implementation of management functions such as planning, organizing, motivating and implementing to be able to run well in accordance with the goals and objectives expected to be achieved. Supervision is a process where a leader or agency sees whether what has been done is in accordance with expectations. If not, then improvements or adjustments must be made. Work quality is a characteristic that needs to be considered in a company. The realization of a company's goals can be seen through the products produced and the quality of its employees' work. Improving the quality of employee work is very important because the success of a company does not only depend on machine technology but human factors also play an important role in it. In addition, improving quality can also be achieved through experience, education, training and development of these employees. Efforts to improve employee quality and organizational management arrangements. Improving employee quality is important because the progress of an organization does not only depend on machine technology but the human factor plays an important role in it. Increasing competition and demands for professionalism create many pressures that individuals must face in the work environment. In addition to pressure from the work environment, the family environment and social environment also have the potential to cause anxiety. Discipline is a benchmark for determining whether all the tasks

of a manager or leader can be carried out effectively or not. In addition to functioning as a tool for employee self-control, discipline also functions as a means to show workers how serious a company or organization is in working. In the workplace, a person's dedication to the company is often a crucial factor. Because of its importance, some companies even dare to include commitment as a prerequisite for accepting a position as stated in the employment announcement. Unfortunately, employees and business owners often lack information about what is actually meant by commitment. On the other hand, this knowledge is very important for creating working conditions that support smooth business operations.

### **Formulation of the problem**

1. Does Supervision have a positive and significant effect on Organizational Commitment at the Bank Indonesia Representative Office in North Sumatra Province?
2. Does Quality of Work Life have a positive and significant effect on Organizational Commitment at the Representative Office of Bank Indonesia, North Sumatra Province?
3. Does Work Discipline have a positive and significant effect on organizational commitment at the Bank Indonesia Representative Office in North Sumatra Province?
4. Does Work Discipline Moderate Supervision at the Bank Indonesia Representative Office of North Sumatra Province?
5. Does Work Discipline Moderate the Quality of Work Life at the Representative Office of Bank Indonesia, North Sumatra Province?

### **Research purposes**

1. To determine and analyze the influence of Supervision on Organizational Commitment at the Representative Office of Bank Indonesia, North Sumatra Province.
2. To determine and analyze the influence of Quality of Work Life on Organizational Commitment at the Representative Office of Bank Indonesia, North Sumatra Province.
3. To determine and analyze the influence of Work Discipline on Organizational Commitment at the Bank Indonesia Representative Office, North Sumatra Province.
4. To determine and analyze the influence of work discipline in moderating supervision of organizational commitment at the Bank Indonesia Representative Office, North Sumatra Province.
5. To determine and analyze the influence of work discipline in moderating the quality of work life on organizational commitment at the Bank Indonesia Representative Office, North Sumatra Province.

## **LITERATURE REVIEW**

### **Organizational Commitment**

According to Anggriani (2014), organizational commitment is defined as an attitude, namely a strong desire to remain a member of a particular organization, a desire to work hard in accordance with what the organization wants and certain beliefs and a willingness to accept the values and goals that have been set by the organization.

Organizational Commitment is the employee's desire to maintain their membership in an organization or company and is willing to make high efforts to achieve the goals of the organization or company (Darmawan (2014).

### **Organizational Commitment Indicators**

According to Darmawan (2014) Organizational Commitment can be measured using three indicators, namely:

1. Employee Will Employee will is an employee's goodwill effort to take the initiative in pursuing their field of work.
2. Employee Loyalty Employee loyalty is a form of employee loyalty to show their identity in an effort to help develop the organization where the employee works.
3. Employee Pride Employee pride is a form of total work or maximum achievement in an effort to show that the results of their work have achieved good or optimal quality.

### **Supervision**

According to Handoko (2015) supervision is a process to ensure that organizational and management goals are achieved. According to (Kadarisman, 2014) supervision is one of the functions of management, namely to ensure that the implementation of tasks, functions, and authorities do not deviate from the rules that have been set in order to achieve organizational goals.

### **Monitoring Indicators**

According to Handoko (2015), indicators of good supervision are:

1. Accurate.
2. Timely, information must be collected.
3. Focus on strategic monitoring points.
4. Objective and comprehensive.
5. Economically realistic.
6. Organizationally realistic.
7. Coordinated with the organization's work flow.
8. Flexible.
9. Serves as a guide and operational
10. Accepted by members of the organization.

### **Quality of Employee Work Life**

According to Ayal (2019) Quality of Work Life is a process in which organizations respond to employee needs by developing mechanisms to allow employees to provide full input and participate in decision-making and managing their work lives in a company. According to Mawu (2018) Quality of Work Life is a process that responds to employee needs by developing mechanisms that provide employees with full opportunities to make decisions and plan their work lives.

### **Quality of Work Life Indicators**

According to Mawu (2018) the indicators for Quality of Work Life are as follows:

1. Appropriate and fair compensation. Reward for employee energy manifested as production results, or a service that is considered equal to that, in the form of money, with a definite guarantee every week or month.
2. Safe and healthy working environment A safe and healthy working environment also includes a working environment that is free from noise, free from visual disturbances such as good lighting in the working environment, and free from pollution.
3. Opportunities to use and develop employee abilities To what extent does the work undertaken by the employee provide the employee with the opportunity to use and develop all the abilities and skills he or she has and does the work provide challenges for him or her to be fully involved.

4. Social interaction in the workplace The extent to which the work environment and co-workers can accept the presence of the individual and the extent to which the work environment is free from destructive prejudice.
5. Employee rights in the office. To what extent can the organization fulfill the rights that employees should have and to what extent does the organization provide freedom for personal privacy.

### Work Discipline

According to Agustini (2019) discipline is the use of several forms of punishment or sanctions if employees deviate. The use of punishment is used when leaders are faced with problems with subordinate behavior that is not in accordance with work regulations that are below office standards.

### Work Discipline Indicators

Work discipline indicators according to Agustini (2019) are as follows:

- (1) Attendance level Attendance is an indicator of the creation of high work discipline. This is because the higher the level of employee attendance, the higher the employee's discipline.
- (2) Work procedures Each company has its own work standards and regulations. As an employee, you are required to always apply the company's work standards.
- (3) Obedience to superiors Employees who have good work discipline will obey and follow the directions given by their superiors.
- (4) Work awareness Work awareness is an attitude that employees have to work voluntarily.
- (5) Responsibility As an employee, responsibility is required in working. Responsibility is the employee's willingness to be responsible for work results so that they are in accordance with company regulations.

### Conceptual Framework

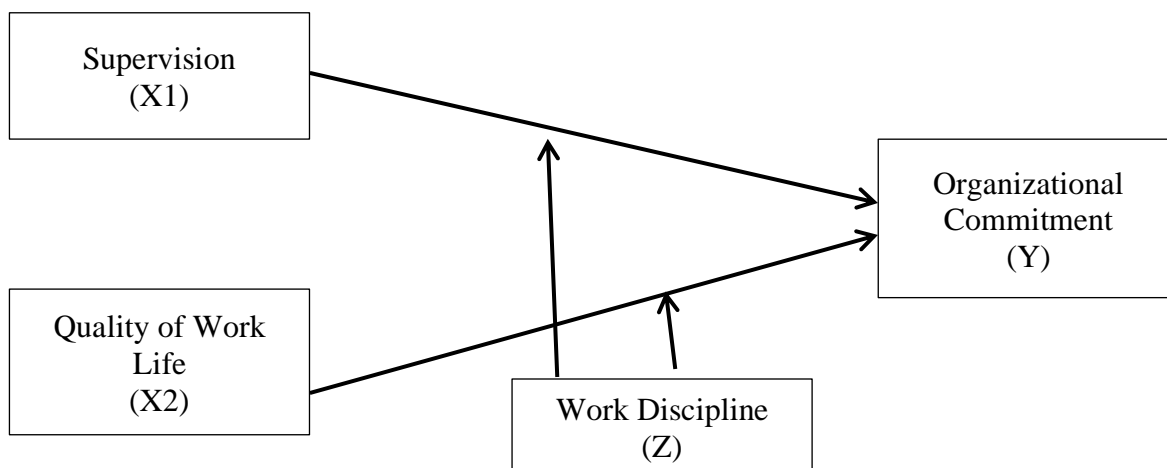


Figure 1. Conceptual Framework

### Hypothesis

- H1 Supervision has a positive and significant effect on Organizational Commitment at the Bank Indonesia Representative Office in North Sumatera Province.

- H2 Quality of Work Life has a positive and significant effect on Organizational Commitment at the Representative Office of Bank Indonesia, North Sumatera Province.
- H3 To determine and analyze the influence of Work Discipline on Organizational Commitment at the Bank Indonesia Representative Office, North Sumatera Province.
- H4 Work Discipline can moderate Supervision of Organizational Commitment at the Bank Indonesia Representative Office, North Sumatera Province.
- H5 Work Discipline can moderate the Quality of Work Life towards Organizational Commitment at the Representative Office of Bank Indonesia, North Sumatera Province.

## **METHOD**

### **Types of research**

According to Sugiyono (2017), quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, analysis and is quantitative in nature with the aim of testing the established hypothesis.

### **Population**

The population of this study was taken at the Representative Office of Bank Indonesia, North Sumatera Province, the number of populations used was 70 employees. According to Sugiyono (2017), population is defined as a generalization area consisting of: objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn.

### **Sample**

The sample in this study is all the population at the Bank Indonesia Representative Office of North Sumatera Province, totaling 70 employees and will use the saturated sample technique as the sample technique. According to Sugiyono (2017), a sample is part of the number and characteristics of the population.

### **Time and Location of Research**

This research was conducted from September to October 2024 at the Bank Indonesia Representative Office of North Sumatera Province on Jalan Balai Kota No. 4, Medan City.

### **Research Data Sources**

The research data sources used are primary data sources. According to Sugiyono (2017) primary data is data that directly provides data to data collectors.

### **Data collection technique**

The data collection that is done and used is a questionnaire and will be distributed to the sample that is the respondent. According to Sugiyono (2017) a questionnaire is a data collection technique that is done by giving a set of questions or written statements that are done by giving a set of questions on written statements to respondents to be answered.

### **Data Analysis Methods**

#### **Partial Least Square - Structural Equation Model (PLS-SEM)**

Partial Least Square – Structural Equation Model (PLS – SEM) or often called Partial Least Square Path Modeling (PLS – PM) is an alternative method for structural equation

models (Structural Equation Model) to simultaneously test the relationship between latent constructs in linear and non-linear relationships with many indicators, either in the form of reflective, formative, or MIMIC. PLS – SEM is also able to test complex relationships with many constructs and indicators (Ghozali & Latan, 2015). In this study, researchers used PLS - SEM as a data analysis method with the help of Smart PLS 3.0 software.

### **Evaluation of PLS – SEM (Outer Model) Measurement Model**

The convergent validity of the regression indicator model is determined by comparing the item/component scores with the construct scores obtained using PLS. The reflection size is declared high if it is more than 0.70 against the desired construct. Conversely, for the first stage study, the loading range of 0.5 to 0.60 decreased significantly (Ghozali, 2016). The discriminant validity of the measurement model with reflective indicators is based on the cross loading of the measurement measurements with the construct. If the correlation coefficient indicates the lower limit of the area of a block compared to the area of other blocks.

Therefore, it is said to have good discriminant validity. This adjustment is used to reduce the rearrangement of the final component score variables, and the results are more conservative when compared to composite reliability. Two measures that can be used to evaluate composite reliability that worsens a particular construct are Cronbach's Alpha and internal consistency (Ghozali, 2016).

### **Evaluation of Model Structure (Inner Model)**

The inner model describes the relationship between latent variables based on substantive theory. The structural model is evaluated using R-square for the dependent variable, Cross-validated redundancy (Q) or Q square, and the significance of the path coefficient or path coefficient. To determine the model using PLS, first look at the R-square of each dependent variable. The R-squared value can be used to determine the influence of the current independent variables on the dependent variable, namely whether they have a significant influence (Ghozali, 2006). In addition to looking at the R-square value, the PLS model is also evaluated by looking at the predictive relevance of the Q-square. The Q-square test improves some model observation outputs as well as parameter estimates.

### **Hypothesis Testing**

The measure of the significance of the hypothesis support can be used by comparing the T-table and T-statistic values. If the T-statistic is higher than the T-table value, it means that the hypothesis is supported or accepted (Suharyadi and Purwanto, 2015). In this study for a 95% confidence level (alpha 95 percent), the T-table value for the one-tailed hypothesis with a table value of 1.660 for two tails with a T-table value of 1.984.

## **RESULTS AND DISCUSSION**

### **Outer Model Analysis**

Measurement model testing (outer model) is used to determine the relationship between latent and manifest variables. This test includes convergent validity, discriminant validity, and reliability.

### **Convergent Validity**

Convergent validity is used to assess the validity of each indicator against its latent variable. In the SmartPLS program, the validity results can be seen in the external loading

table. The external loading table contains numbers or values that indicate the similarity of the indicator to the construct variable. The indicator value is considered valid if it describes the construct variable with a value greater than 0.7. The structural model used in this study is depicted in the figure below:

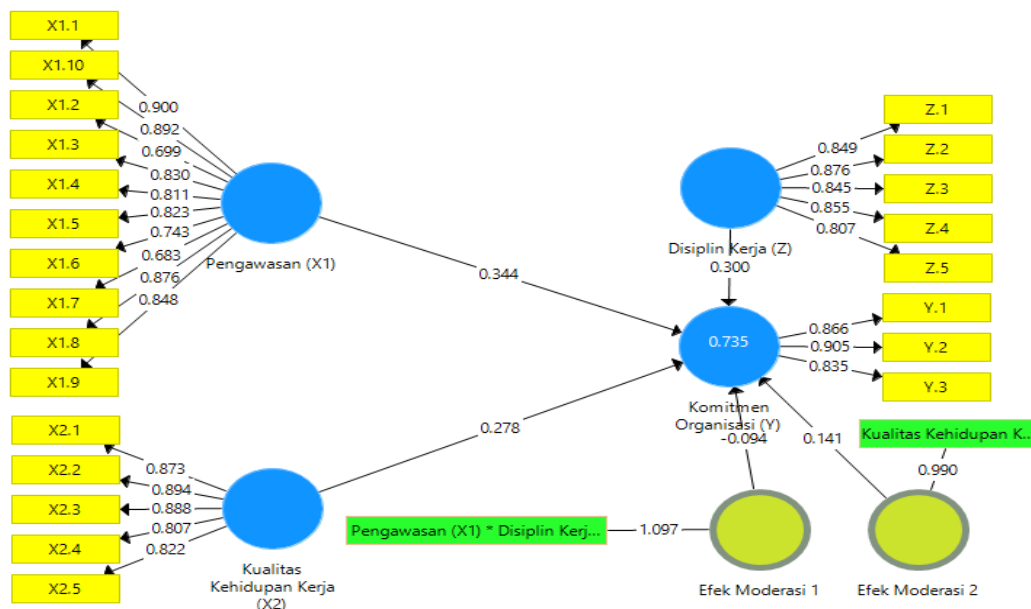


Figure 2; Outer Model

The Smart PLS output for loading factors gives the results in the following table: Outer Loadings

In this research there is an equation and the equation consists of two substructures for substructure 1

$$Y = b1X1 + b2X2 + b3X1Z + e1$$

$$Y = 0.344 X1 + 0.300X2 - 0.094 Z + e1$$

For substructure 2

$$Y = b3X1 + b4X2 + b5X2Z + e2$$

$$Y = 0.278X1 + 0.300X1 + 0.141Z + e2$$

Table 1. Outer Loadings

	Work Discipline (Z)	Organizational Commitment (Y)	Quality of Work Life_(X2)_	Supervision (X1)
X1.1				0.900
X1.10				0.892
X1.2				0.792
X1.3				0.830
X1.4				0.811
X1.5				0.823
X1.6				0.743
X1.7				0.792

X1.8				0.876
X1.9				0.848
X2.1			0.873	
X2.2			0.894	
X2.3			0.888	
X2.4			0.807	
X2.5			0.822	
Y.1		0.866		
Y.2		0.905		
Y.3		0.835		
Z.1	0.849			
Z.2	0.876			
Z.3	0.845			
Z.4	0.855			
Z.5	0.807			

Source: Smart PLS 3.3.3.

Based on table 1 above, it can be seen that the outer loading of each variable and indicator for each outer loading value is greater than 0.7, so it can be explained that each indicator whose outer loading value is greater than 0.7 is considered valid, and because all outer loadings are greater than 0.7, all variables and indicators are considered valid and can be further researched.

### *Discriminant Validity*

The next test is to determine discriminant validity. This test attempts to assess whether the indicators that reflect are valid measures for the construct, based on the assumption that the indicators are highly related to the construct. The table shows the cross-loading results of the discriminant validity test as follows:

**Table 2. Discriminant Validity**

	Work Discipline (Z)	Organizational Commitment (Y)	Quality of Work Life_(X2)_	Supervision (X1)
X1.1	0.722	0.678	0.807	0.900
X1.10	0.727	0.769	0.758	0.892
X1.2	0.747	0.700	0.745	0.699
X1.3	0.675	0.711	0.700	0.830
X1.4	0.605	0.629	0.611	0.811
X1.5	0.702	0.714	0.715	0.823
X1.6	0.700	0.573	0.601	0.743
X1.7	0.697	0.572	0.676	0.683
X1.8	0.671	0.644	0.821	0.876
X1.9	0.678	0.641	0.770	0.848
X2.1	0.763	0.701	0.873	0.810
X2.2	0.778	0.715	0.894	0.814



X2.3	0.785	0.786	<b>0.888</b>	0.759
X2.4	0.639	0.650	<b>0.807</b>	0.688
X2.5	0.731	0.643	<b>0.822</b>	0.739
Y.1	0.653	<b>0.866</b>	0.728	0.716
Y.2	0.761	<b>0.905</b>	0.699	0.736
Y.3	0.697	<b>0.835</b>	0.707	0.688
Z.1	<b>0.849</b>	0.728	0.713	0.706
Z.2	<b>0.876</b>	0.667	0.718	0.692
Z.3	<b>0.845</b>	0.650	0.694	0.699
Z.4	<b>0.855</b>	0.744	0.811	0.754
Z.5	<b>0.807</b>	0.632	0.714	0.758

Source: Smart PLS 3.3.3.

Table 2 above shows the cross loading value of each variable and indicator factor. This can be explained that the cross loading value of each variable is greater than the cross loading value of other latent variables for each variable, so it can be interpreted that this study has discriminant validity.

### Composite reliability

The next test calculates the reliability value using the composite reliability of the indicator block that measures the construct. A construct value is said to be reliable if its Composite Reliability value exceeds 0.60. In addition to looking at the composite reliability value, the reliability value can also be seen in the variable construct value with Cronbach's alpha from the indicator block that measures the construct. A construct is considered reliable if its Cronbach's alpha value exceeds 0.7. The table below shows the loading values of the research variable constructs generated by the Smart PLS software.

**Table 3. Construct Reliability and Validity**

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Work Discipline (Z)	<b>0.901</b>	<b>0.927</b>	<b>0.717</b>
Moderation Effect 1	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
Moderation Effect 2	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
Organizational Commitment (Y)	<b>0.837</b>	<b>0.902</b>	<b>0.755</b>
Quality of Work Life (X2)	<b>0.910</b>	<b>0.933</b>	<b>0.735</b>
Supervision (X1)	<b>0.942</b>	<b>0.951</b>	<b>0.662</b>

Source: Smart PLS 3.3.3.

Table 3 above shows that each variable has a Cronbach's Alpha value greater than 0.7, indicating that all variables are reliable. We can see that the combined reliability column is more than 0.6, meaning that if each variable has a combined reliability value greater than 0.6, then the variable is considered reliable. The average variance extracted (AVE) value listed in the column is greater than 0.7 because each variable has an AVE value greater than 0.7 which indicates that this study is authentic. This study considers all values credible if they reach the specified threshold.

### Inner Model Analysis

The structural model (inner model) is evaluated to ensure that the model is robust and correct. Some indicators that can be used to assess the stages of structural model evaluation analysis include:

#### Coefficient of Determination (R<sup>2</sup>)

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

**Table 4. R Square Results**

	R Square	Adjusted R Square
<b>Organizational Commitment (Y)</b>	0.735	0.715

Source: Smart PLS 3.3.3.

It can be seen in table 4 that there is an R square value for the organizational commitment variable of 0.735 or 73.5%, meaning that the influence of supervision and quality of work life on organizational commitment is 0.735 and the rest is in other variables.

### Hypothesis Testing

After evaluating the inner model, the next step is to investigate the relationship between the hypothesized latent constructs in this study. In this study, the hypothesis was tested using T-statistics and P-values. The hypothesis is accepted if the T-Statistics value is more than 1.96 and P-Values are less than 0.05. The Direct Influence Path Coefficient gives the following results:

**Table 5. Hypothesis and Moderation Results**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
<b>Work Discipline (Z) -&gt; Organizational Commitment (Y)</b>	0.300	1,918	<b>0.028</b>	<b>Accepted</b>
<b>Moderation Effect 1 -&gt; Organizational Commitment (Y)</b>	-0.094	0.733	<b>0.232</b>	<b>Rejected</b>
<b>Moderation Effect 2 -&gt; Organizational Commitment (Y)</b>	0.141	1,046	<b>0.148</b>	<b>Rejected</b>
<b>Quality of Work Life_(X2)_ -&gt; Organizational Commitment (Y)</b>	0.278	1,837	<b>0.033</b>	<b>Accepted</b>
<b>Supervision (X1) -&gt; Organizational Commitment (Y)</b>	0.344	2,103	<b>0.018</b>	<b>Accepted</b>

Source: Smart PLS 3.3.3.

In table 5 there are the results of the hypothesis and the results of the research will be explained as follows:

1. Work Discipline has a positive and significant effect on Organizational Commitment with an original sample value of 0.300 and p values of 0.028. If work discipline increases, organizational commitment will increase, conversely, if it decreases, organizational commitment will decrease.
2. Supervision has a negative and insignificant effect on organizational commitment moderated by Work Discipline with an original sample value of -0.094 and p values of

- 0.232, meaning that work discipline is not a moderating variable because it is unable to influence it significantly.
3. Quality of Work Life has a positive but insignificant effect on organizational commitment moderated by Work Discipline with an original sample value of 0.141 and p values of 0.148, meaning that work discipline is not a moderating variable because it is unable to influence it significantly.
  4. Quality of Work Life has a positive and significant effect on Organizational Commitment with an original sample value of 0.278 and p values of 0.033, meaning that if the quality of work life increases, organizational commitment will increase, if it decreases, organizational commitment will decrease.
  5. Supervision has a positive and significant effect on Organizational Commitment with an original sample value of 0.344 and p values of 0.018, meaning that if supervision increases, organizational commitment increases, conversely, if it decreases, organizational commitment also decreases.

## **CLOSING**

### **Conclusion**

1. Work Discipline has a positive and significant effect on Organizational Commitment with an original sample value of 0.300 and p values of 0.028.
2. Supervision has a negative and insignificant effect on organizational commitment moderated by Work Discipline with an original sample value of -0.094 and p values of 0.232.
3. Quality of Work Life has a positive but insignificant effect on organizational commitment moderated by Work Discipline with an original sample value of 0.141 and p values of 0.148.
4. Quality of Work Life has a positive and significant effect on Organizational Commitment with an original sample value of 0.278 and p values of 0.033.
5. Supervision has a positive and significant effect on Organizational Commitment with an original sample value of 0.344 and p values of 0.018.

### **Suggestion**

1. Organizations must increase supervision of employees to improve employee performance.
2. Organizations must improve employee discipline for organizational progress and to make work easier.
3. Organizations must create a work life that is good for the organization and the comfort of employees.
4. The organization increases employee organizational commitment to organizational development.
5. It is hoped that this research will be used as input for organizational development,
6. It is hoped that this research will be used as reference material for new research and new research models.

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