



## Optimizing the Performance Appraisal Information System (SIPK) Application in Order to Realize a Precision HR Information System in the Police 4.0 Era

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**Abstract:** The existing Performance Appraisal Information System (SIPK) has not been fully implemented, causing less than optimal management of human resource (HR) measurement and assessment. This includes specific aspects such as work contracts and additional duties, as well as generic aspects such as member performance behavior (PKA), rewards, and punishments. This research focused on optimizing online SIPK on HR, using a descriptive method with a qualitative approach. The results concluded that optimizing the assessment scale criteria in each Polri personnel work unit, which includes an assessment based on regional vulnerability opportunities integrated with 13 components, can increase the effectiveness of SIPK. In addition, optimization of the online SIPK performance standard pattern can be done by taking into account 8 aspects, including the personnel record function. Supervision of online SIPK implementation can be strengthened through the role of the Regional Supervisory Inspectorate (Itwasda) by carrying out the responsibilities, functions and roles of technical supervision to ensure awareness in filling out the online SIPK. By taking these steps, it is expected that SIPK can function more optimally in measuring and assessing HR performance, both in terms of work contracts, additional duties, member performance behavior, awards, and punishments. This optimization is expected to improve the efficiency and effectiveness of HR management within the Polri.

**Keywords:** Performance Management System, Performance, Monitoring

## INTRODUCTION

Advances in science and technology (IPTEK) and information and communication technology (ICT) systems have had a significant impact in realizing the industrial revolution 4.0 era. This transformation not only involves the private sector, but also includes the Indonesian National Police

(Polri) in various regions. One of the positive consequences of this development is the emergence of an online Performance Appraisal Information System (SIPK). The main advantage of this online SIPK is the creation of a more effective and efficient work scheme for personnel. The system incorporates processes for reporting, inventorying, archiving, integrating performance, and various aspects of personnel performance administration. A number of empirical evidences support the benefits of using technology in this context. For example, research by Lum et al. (2016) shows that the application of technology can improve administrative performance with greater accuracy. In addition, a study by Alosani et al. (2020) highlighted that technology can spur innovation and strategic planning for resource development in institutions.

The online SIPK program is the result of the link between the president's work priority, namely "human resource development as a priority," and the work priority of National Police Chief General Listyo Sigit Purnomo, which emphasizes "making Polri human resources superior in the Police 4.0 era" (Bagbinkar, 2021b). In a practical context, the implementation of HR governance must be able to optimize online SIPK as a tool for identifying and measuring personnel performance in accordance with the organization's vision and mission. SIPK online is explained as a system that is objective, transparent, accountable, proportional, and fair in the assessment process (Bagbinkar, 2021). These two aspects show that online SIPK is not only superior in terms of process, but also supported by positive values during the implementation of personnel HR governance.

To optimize the performance of the system and realize the principles of the assessment, mutual awareness is needed from the personnel, both from the assessing officials and the assessed members. According to Professor Patrick Neumann's (Ryerson University, Canada) research publication titled "Industry 4.0 and the human factor: A system framework and analysis methodology for successful development," the human factor should be the main focus in the implementation of Industry 4.0-based systems. Neumann et al. (2021) state, "The Industry 4.0 framework can be used in research and development to systematically consider human factors in its design and implementation. This enables analysis of the changing demands for humans in an Industry 4.0 environment and contributes to a successful digital transformation."

The argument emphasizes that the successful implementation of Industry 4.0 technology-based systems, such as online SIPK, depends on the full support of personnel as managers or users. Awareness and obligation as users are key elements to ensure the reliability and success of the program in accordance with the reality expressed by Neumann et al. (2021).

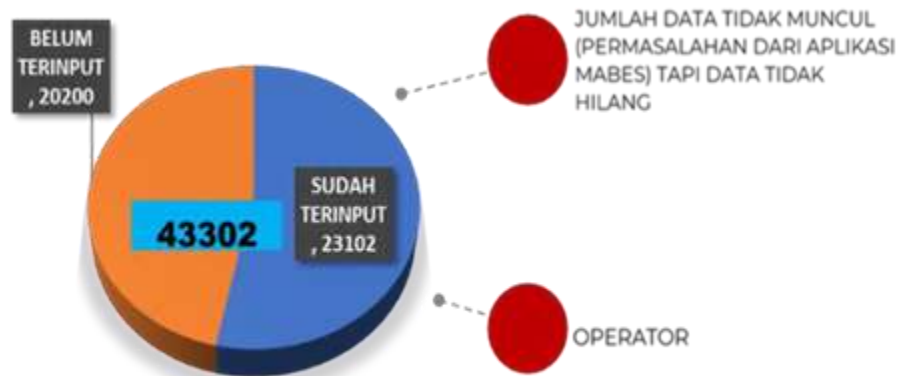


Figure 1.

The online SIPK that has been implemented has not yet reached full implementation, as seen from the amount of data that has not been inputted reaching 20,200. This situation has a negative impact on the efficiency of HR measurement and assessment governance patterns, both in terms of specific factors such as employment contracts and additional duties, as well as generic factors such as member performance behavior (PKA), rewards and punishments.

In other words, although the online SIPK has been set up as a means to facilitate the governance pattern of HR measurement and assessment, it needs to be used as an effective tool to create new value patterns within the organization. This can be achieved through a shared awareness to gradually change the old system and style of HR governance, towards a new transformation in HR governance.

The lack of optimization in filling out the online SIPK is reflected in the low awareness of users, especially Polri personnel. In the real context, it can be seen that a large number of personnel have not yet input data related to performance reports, which involve 13 components. Several aspects of the online SIPK implementation phase could be responsible for the low participation, and need to be considered to improve implementation effectiveness, including:

- a. The application of the assessment scale criteria in each Polri work unit has not been optimized;
- b. There is no determination of technical indicators of minimum performance standards;
- c. Lack of supervision during the implementation of online SIPK filling.

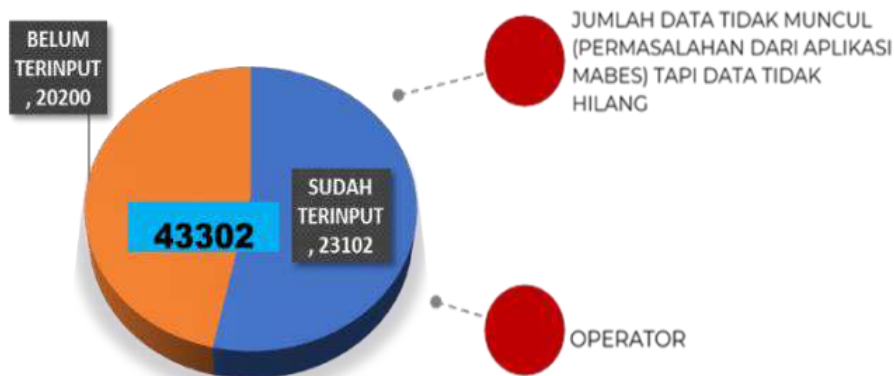


Figure 1.

## LITERATURE REVIEW

### Optimization

Several definitions of optimization according to experts cover various aspects that are rich in meaning. According to Nurrohman (2017), optimization refers to efforts to improve performance at the work unit or personal level related to the public interest. This is done with the aim of achieving satisfaction and success in the implementation of these activities. In Winardi's view, as conveyed by Bayu (2017), optimization is defined as a measure that encourages goal achievement. From a business perspective, optimization is understood as an effort to maximize activities to achieve the desired profit.

It is important to note that optimization can only be realized if it is implemented effectively and efficiently. In the context of organizational implementation, goals are always directed towards achieving results effectively and efficiently, creating optimal conditions for progress and success. Thus, optimization is the main key in bringing significant added value in every organizational activity.

### Application

Application is the use or application of a concept that is the subject of discussion. Applications can also be interpreted as computer programs that are made to help humans carry out certain tasks. (Noviansyah, 201: 56)[4] Software applications designed for a specific task can be divided into two types, namely:

- a. Specialist software applications, programs with incorporated documentation designed to perform specific tasks.
- b. Packaged software application, a program with incorporated documentation designed for a specific type of problem.

### System

According to Azhar Susanto (2013:22), the system concept can be interpreted as a series of subsystems, parts, or components-both physical and non-physical-that are connected and work together to achieve certain goals. Sutarman (2009:5) presents a similar

view by defining a system as a combination of elements that interact in a unified manner to carry out a process to achieve a main goal. Davis, as cited by Hasibuan (2013:256), states that an abstract system is an organized arrangement of interdependent ideas or conceptions.

According to Mulyadi (2010:5) in his book "Accounting System," the system is explained as a network of procedures that are formed according to a unified pattern to carry out the main activities of a company or organization. Procedures, in this context, are a series of administrative activities involving people in one or more departments, designed in such a way as to ensure uniform handling of recurring company transactions. In defining a system, there are two basic groups of approaches, namely the procedure approach and the component approach.

The procedural approach emphasizes an organized network of steps to achieve a specific goal, while the component approach highlights the elements that work together to form a unified system. Thus, the definition of a system includes aspects of interconnectedness, cooperation, and interdependence of components that support each other to achieve a desired result.

- 1) System Approach to Procedures: A system is a network of procedures that are connected to each other, and work together to perform a job or solve a problem.
- 2) System Approach to its Components: A system is a collection of elements that interact with each other in an organized pattern to form a whole to solve a specific problem.

## HR Information System

According to Veithzal Rivai (2009: 1015), "Human Resources Information System is a systematic procedure for collecting, storing, maintaining, retrieving, and validating the data needed by a company to improve HR decisions." Affirmed by T. Hani Handoko (2001: 237), "Human Resources Information System is a systematic procedure for collecting, storing, maintaining, retrieving, and validating certain data needed by an organization about its human resources, personnel activities, and work unit characteristics."

From this definition, HR Information Systems focus on managing certain personnel data deemed relevant for HR decisions, with the consideration that storing all data may not be worth the cost. In addition to personnel data, HR Information Systems typically include a wide range of information about the organization and jobs, creating a comprehensive framework to support effective human resource management.

## METHOD

The main focus of this research is to examine the optimization of the online Performance Appraisal Information System (SIPK) in the context of human resources (HR). This research adopts a descriptive method with a qualitative approach to gain an in-depth understanding of the issues at hand. Population in this study refers to a generalization area

that includes objects or subjects with certain qualities and characteristics, which are determined by the researcher to be investigated and then draw conclusions. In contrast, the sample is a representation of part of the number and characteristics possessed by the population. When the population of a research object is very large, researchers often take samples as representation, due to limited funds, energy, and time (Kusumastuti & Ahmad Mustamil Khoiron, 2019).

Data analysis is the process of systematically reviewing and compiling all documents, interview transcripts, field notes and other materials written by researchers during the data collection process. Data analysis is a process of reviewing, sorting, and grouping data with the aim of compiling working hypotheses, and lifting them into theory. Data analysis is carried out in an approach that can be described in more detail with the following steps: The first is Processing and preparing data for analysis. (Kusumastuti & Ahmad Mustamil Khoiron, 2019)

## RESULT AND DISCUSSION

### A. Optimizing the Application of Rating Scale Criteria in Each Police Work Unit

Based on Article 20 of the Regulation of the Indonesian National Police Number 2 of 2018 concerning Performance Assessment of Members of the Indonesian National Police with the Work Appraisal Information System, performance assessment and measurement is divided proportionally with 60% for specific factors (work contracts and additional duties) and 40% for generic factors (member performance behavior (PKA), rewards, and punishments). Optimization that needs to be done involves adding aspects of assessment and measurement of specific and generic factors contextually, especially on:

1. Performance Assessment/Measurement Criteria Based on Regional Insecurity Opportunities
2. Workload

The development of information technology has a significant impact on the development of performance in the world of work (Sriwahyuni, 2020). Performance appraisal, which is a system used to assess and measure the extent to which a person has carried out their overall duties, requires a holistic understanding (Sinollah & Hermawanto, 2020). Therefore, SIPK optimization needs to pay attention to these aspects contextually and holistically to ensure accuracy and sustainability in assessing the performance of members of the Indonesian National Police.

Considering the vulnerability of the area, the high population and the density of the area, it seems that there are social vulnerabilities that can have a significant impact on the high crime rate. Logically, the higher the population and density of the region, the more proportional the number of police personnel in a region should be. However, in reality, the

distribution of police personnel between regions is uneven, and this has an impact on the workload in dealing with crime. In other words, the imbalance in the number of police personnel between regions is a factor that affects the effectiveness of crime handling. This imbalance indicates that there are special considerations in the assignment of police personnel in areas with high population density and areas. This needs to be taken into consideration to achieve optimal performance.

Given the imbalance of vulnerability opportunities between regions, the current performance assessment and measurement still does not reach the optimal level. Regulation of the National Police of the Republic of Indonesia Number 2 of 2018 concerning Performance Assessment of Members of the National Police of the Republic of Indonesia with the Work Appraisal Information System in articles 9 and 10 regarding the assessment of specific factors, as well as articles 15, 16, and 17 regarding the assessment of generic factors, are still general in nature. Therefore, optimization is needed in the technical provisions, which are based on consideration of previous data studies, to ensure a more accurate performance assessment and in accordance with the dynamics of the community and local area.

## **B. Technical Determination of Minimum Performance Standards**

### **1) Administrative Planning Function**

One of the strategies to achieve professionalism of human resources in the Indonesian National Police (Polri) is through careful planning in the placement of personnel in various fields, as suggested by Amrullah et al. (2021). Administrative planning has an important role in managing and fostering personnel management, focusing on the functions of maintenance, personnel administration, and administrative and administrative services. These functions are optimized through the preparation of personnel records based on 13 components integrated in the online Performance Appraisal Information System (SIPK). These 13 components include assessment indicator criteria for personnel in each jurisdiction of assignment. SIPK online becomes a significant data and information center for the assessment and measurement of overall performance achievements.

Based on the Regulation of the National Police of the Republic of Indonesia Number 14 of 2018 concerning the Structure and Work Procedure at the Regional Police Level, it is explained that the functions of maintenance, personnel administration, and administrative and administrative services are the elaboration of the second function in the Human Resources Operational Plan (Ro SDM), namely "planning and administration of the police human resources sector." This function is realized in the preparation of personnel records based on 13 components in the online SIPK, proving Polri's commitment to improving the professionalism and effectiveness of human resource management.

### **2) Academic Governance in Personnel Control**

Personnel control is tasked with fostering and organizing personnel control management, including the provision, selection and development of Polri civil servants. This function is

elaborated in terms of preparing educational selection activity plans for Polri personnel, organizing development education recruitment activities, among others:

- a. Police Science College Education (STIK);
- b. First Staff and Leadership School (Sespimma);
- c. Intermediate Staff and Leadership School (Sespimmen),
- d. Staff and High Leadership School (Sespimti);
- e. National Defense Institute (Lemhannas), and;
- f. Diklatpim Level I, II, III and IV.

In its implementation, the online Performance Assessment Information System (SIPK) is a benchmark for Polri personnel in carrying out academic management. This is seen from the personnel performance track record and performance achievements documented in the online SIPK. The higher the performance achievement recorded in the online SIPK, the greater the opportunity to be recommended for higher academic coaching.

The importance of personnel awareness is a key factor in filling SIPK online regularly. In this situation, an innovative solution can be taken by implementing a reminder calendar that continuously reminds and chimes according to the online SIPK filling schedule. The hope is that members in regional units can fill in the online SIPK even though they are busy with dynamic tasks. In particular, in functional units with high workloads, this is expected to prevent delays in filling in the online SIPK.

Based on the Regulation of the National Police of the Republic of Indonesia Number 14 of 2018 concerning the Structure and Work Procedure at the Regional Police Level, it is explained that the personnel control management function is the elaboration of the third function in the Human Resources Operational Plan (Ro SDM), namely "fostering personnel management which includes the provision, selection, separation, and distribution of personnel, as well as fostering Polri civil servants." The third function of Ro SDM is actualized through the preparation of personnel records based on 13 components integrated in the online SIPK.

### 3) Career Development

Career coaching for human resources is needed to improve the quality of performance, coaching for human resources aims to improve the discipline and ethics of an individual. (Saehu, 2018), besides that career coaching is in charge of fostering and implementing personnel career coaching management, which includes:

- a. Rank,
- b. Implementation of assessment,
- c. Mutation,
- d. Appointment and dismissal in office.

This task is implemented through the function of Implementing the Proposal for Rank Increase (UKP) for Polri members and the Service Exam for Rank Increase (UDKP) for Polri civil servants. In addition, it involves implementing the process of mutation, appointment, and dismissal in positions, coaching and developing personnel competencies, as well as



collecting, processing data, and presenting information and documentation on personnel development activities.

Based on the Regulation of the National Police of the Republic of Indonesia Number 14 of 2018 concerning the Structure and Work Procedure at the Regional Police Level, it is explained that the personnel career development function is the elaboration of the fourth function in the Human Resources Operational Plan (Ro SDM), namely "career development involves assessment, mutation, appointment, and dismissal in positions and ranks." The fourth function of Ro SDM is implemented through the preparation of personnel records based on 13 components integrated in the online SIPK.

4) Personnel Care in the Context of Health, Physical and Spiritual Care involves a series of tasks in the implementation of spiritual development activities (through e-rohani), physical care, awarding of honors, administration of termination of service, as well as dismissal and reactivation for Public Servants within the Polri. This function includes spiritual and physical development, proposing honors and awards for public servants in the National Police, as well as administrative administration in the termination of service, dismissal, reactivation, and distribution of public servants in the National Police.

The implementation of this function is based on consideration of the performance capabilities recorded in the online SIPK. SIPK online is a tool that is closely related to health, physical, and spiritual aspects, including periodic spiritual and physical development, family development, as well as proposals for honors and awards. All of this is integrated with the administrative process of termination of service, dismissal, reactivation, and channeling for Polri personnel, creating a holistic approach in the care and development of Polri personnel.

### **5) Optimization of personnel psychology**

The task of fostering and implementing the psychology function is carried out with targets:

- a. development and implementation of police psychology; and
- b. development and implementation of personnel psychology;

In carrying out their duties, records documented in the online Performance Assessment Information System (SIPK), or better known as e-mental, become the main reference in the psychological development of personnel. Information on workload and personnel records, seen from a substantial aspect, is then indicated by contextual weighting criteria (based on special considerations) as a basis for consideration in determining assignments in the next period.

According to Annex V of the Regulation of the National Police of the Republic of Indonesia Number 14 of 2018 concerning the Structure and Work Procedure at the Regional Police Level, the personnel career development function is an elaboration of the fifth function in the Human Resources Operational Plan (Ro SDM), namely "fostering the psychological function, which includes police psychology and personnel psychology." The fifth function of Ro SDM is actualized through the preparation of personnel records based on 13 components integrated in the online SIPK.

## 6) Integration of HR Performance Standards in the Organizational Structure and Work Procedures (SOTK)

The roles and functions of human resources recorded in the online SIPK system are thoroughly integrated. Integration results in comprehensive records as a consideration for monitoring personnel performance related to 13 components, which then relate to improving aspects of personnel improvement in performance enhancement.

## 7) Addition of Real Time Report Feature in SIPK Online

The addition of the real time report feature to the online SIPK was implemented to determine the reliability performance of Polri personnel in carrying out their duties. Real-time reports contain the progress of Polri personnel performance during the execution of duties. Real-time reports have a function in the aspect of monitoring performance in stages. The addition of the real-time report feature is included in the sub-section of performance record progress in the form of attachments or periodic notes in SIPK online.

## 8) Compilation of Integrated Database of Personnel Performance Records

The integrated database is organized in the form of an overall performance report of 13 components. The integrated database contains records and track-records of Polri personnel in the period since the launch of SIPK online, which is useful for HR aspects in determining the specific direction of development and improvement of Polri personnel human resources to be implemented, as well as seeing the progress of the success of Polri personnel as a whole in the disciplined pattern of periodic performance recording administration.



### **C. Optimization of Role Involvement Elements in Supervision Involving the Role of the Regional Supervisory Inspectorate (Itwasda)**

In the Police institution, the supervisory system has been implemented both structurally and functionally, with the task and authority to supervise the implementation of the Police. At the Headquarters level, the structural supervision unit is called the General Supervisory Inspectorate (Itwasum), while at the regional level it is called the Regional Supervisory Inspectorate (Itwasda) (Hamzah, 2020).

The active involvement of the Regional Supervisory Inspectorate (Itwasda) is an optimization of one of the management functions, especially in internal supervision efforts to achieve Polri's strategic goals. Itwasda is one of the Government Internal Supervisory Apparatus (APIP) that has the main tasks and functions of supervision within the Polda (Trisusilowaty et al., 2019). As a supervisory element, Itwasda has the responsibility of organizing supervision, general inspection, and treasury in the police environment.

## **CONCLUSIONS**

Based on the previous discussion, the conclusions of this paper are:

1. Optimize the application of the assessment scale criteria in each Polri personnel work unit consisting of performance assessment/measurement based on regional vulnerability opportunities (integrated with 13 components).
2. Optimization of the online SIPK performance standard pattern is carried out by implementing 8 aspects in the form of personnel record functions through administrative planning, academic governance in personnel control, career development through consideration of personnel records, personnel care for health, physical, and spiritual conditions, optimization of personnel psychology, integration of HR performance standards in the organizational structure and work procedures (SOTK) based on the Regulation of the National Police of the Republic of Indonesia Number 14 of 2018 concerning Structure and Work Procedures at the Regional Police Level. Addition of real time report feature in online SIPK, and preparation of integrated database of personnel performance records.
3. The optimization of supervisory patterns in the implementation of online SIPK is strengthened through the supervisory role of the Regional Supervisory Inspectorate (Itwasda) by carrying out its responsibilities, functions, and technical supervisory role in the discipline of awareness of online SIPK filling.

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