

Impact of Employee Performance: A Case of 'MB' Hospitality Sector's, Bali Province



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ABSTRACT: Business competition is getting closer and the need for employee qualifications is increasingly dynamic in line with the demands of the times and company needs. Therefore, it is used as a basis for self-assessment of the employee or organization concerned and their knowledge about work and performance achievements. There are several factors that influence this, including organizational culture, work discipline, and work climate which impact to the employee performance. This study takes a quantitative methods approach. Respondents is a employee who worked at the 'MB' hospitality sector's as a population Thus, the number of samples in this study was 36 employees. Analysis methods with data validity and reliability tests, classsical assumptiontest, and hypothetical testing phases. According to on the yields of data analysis and discussion, it can be inferred from this research that organizational culture, work discipline, and organizational climate had a to impacted to the Employee Performance in 'MB' Hospitality Sector's significantly as partially and simultaneously.

KEYWORDS: organizational culture, work discipline, organizational climate

I. INTRODUCTION

Business competition is getting closer and the require for employee qualifications is increasingly dynamic in line with the demands of the times and company needs. The most important thing in an organization that needs to be considered is human resources, which are the key to achieving business goals. Human resources occupy a strategic position in the organization, so human resources must be deployed efficiently and effectively to have a high level of efficiency (Obi, 2015). The biggest challenge for a company is not only in fighting for the market but also in developing and retaining employees to remain competitive as one of the main players in the nowadays competitive business industry (Iskhak, 2021). Employees become actors in supporting achieving organizational goals resulting from their performance. Employee performance is basically the result of an employee's work during a certain period compared to various possibilities, for example standards, targets, targets or criteria that have been determined in advance and have been mutually agreed upon (Hasibuan, 2021, hal. 94). The better the quality of work and also the quantity of employee work results, the more it will improve and have an impact on their performance (Mangkunegara, 2021, hal. 67). Therefore, it is used as a basis for self-assessment of the employee or organization concerned and their knowledge about work and performance achievements.

As reported by Zenger News, Bali's tourism industry has been developing for decades. But COVID-19 has halted the iconic destination's economic activity as visitors to the Indonesian island are drawn to its Hindu temples and rich culture, with more than 6.3 million visitors flocking to it and those coming from China, Australia and other countries. to more than 1,000 hotels on the island, which, like others in Indonesia, have been temporarily closed due to the coronavirus (Parameswara, 2020). This causes a direct decline in company performance. One of organization that is still considered less than optimal in terms of targets and performance is 'MB' which operates in the hospitality sector and is still facing problems from the employee side. 'MB' hospitality sector's is a new tourist attraction and recreation area in the Klungkung tourism area which is designed with an interesting concept. The business success is highly dependent on its reaching in creating a distinctive organizational culture as part of its strategic plan. There is a relationship between organizational culture and organizational performance which can be explained that the better the quality of the factors contained in the organizational culture, the better the quality of the factors contained in the organizational culture, the better the performance of the organization.

Organizational culture may be the important key that managers can use to reflect the organization direct, value and behavior that shape the entire organizational behavior (Sarhan, Harb, Shrafat, & Alhusban, 2020). The initial yield of observations and interviews with 'MB' hospitality sector's management concluded that the organizational culture revealed that there were still employees who were less able to work professionally, such as those who were always late or did not come to work, there were still employees who were late for meetings, and left the office before time. work finished. This problem can directly impact employee performance which decreases

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if strict sanctions are not given. In addition, MB's hospitality sector's sales achievement impacted by the long-standing Covid-19 pandemic, which has caused a decline in sales of 'MB'. This problem can directly impact employee performance which decreases if strict sanctions are not given.

Organizational culture will represent a shared perception of organizational members, which refers to a system of shared understanding held by members of an organization that differentiates the organization from other organizations (Robbins & Judge, 2021, hal. 279). Therefore, it is hoped that individuals who have different backgrounds or are at different levels in the organization can understand organizational culture in a similar way. The results of previous research conducted by Kokiroba *et al* (2021) and (Kenedi, Satriawan, & Khaddafi, 2022) showed that organizational culture had a positive effect on employee performance. However, the results of this research are not in line with the results of research from (Paais & Pattiruhu, 2020) with research results showing that organizational culture has no effect on employee performance.

Discipline must be enforced in an organization, which is a key factor other than organizational culture, because without good personnel discipline, the organization will find it difficult to realize its goals (Ginting, 2019, hal. 47). Based on the results of observations at 'MB' hospitality sector's regarding work discipline with data that still fluctuates every month in 2022 and is classified as high with an average value of 4.01%, it was revealed that there were still employees who often missed work, did not take absences using fingerprint absences and often took time off without official notification to company management and employees worked more frequently. Spending his work time in vain by talking more with his co-workers than carrying out his work obligations, so this problem plays a big role in employee performance at 'MB' hospitality sector's.

A high level of absenteeism is an indicator of problems regarding employee performance. Apart from that, this shows that employees are still not disciplined in implementing the company's performance system according to established operational standards, so regular evaluations are needed to overcome this problem. The above phenomenon is in accordance with the results of previous research conducted by Henni Maria Ginting (2019) and Bunga Astra Gracia (2021) with research results showing that work discipline has a positive effect on employee performance. However, the results of this research are not in line with the results of research from (Rodriguez-Clare & Dingel, 2021) with research results showing that work discipline has no effect on employee performance.

Organizational success in retaining employees is not easy to achieve. To make this happen, the organization must be able to understand and understand the things that employees need and can create an organizational climate that is conducive and comfortable for employees, so that it can provide job satisfaction for employees and make employees motivated to optimize good performance for the company, while if the needs unfulfilled employees can cause disappointment, not be optimal at work and cause work performance to decline. According to the Gregory A. Aarons and Angelina C. Sawitzky (2006), organizational climate is also interpreted as a set of measurements of the work environment, perceived directly or indirectly by people who work in that environment, thereby influencing their motivation and behavior (Martinez-Arroyo & Valenzo-Jimenez, 2020).

Based on the results of observations at 'MB' hospitality sector's regarding the organizational climate, it was revealed that employees who work at this company do not have good steps in making decisions or implementing programs and in the field often encounter obstacles in implementing them, which can create an organizational climate that is not conducive to its employees. The results of previous research conducted by Jaime A. Martinez-Arroyo and Marco A. Valenzo-Jimenez (2020) who contributed knowledge about organizational climate in building organizational effectiveness and also Bunga Astra Gracia (2021) with research results showing that organizational climate has a positive effect on employee performance. On the other hand, increasing the psychological empowerment dimension will have a positive impact on improving the organizational climate (Rakha, Dawood, & Abdel, 2021).

Based on the background that has been described, the problem formulation in this research is how organizational culture, work discipline and organizational climate influence employee performance partially and simultaneously. So that the objectives of this research are to analyze and explain the influence of organizational culture, work discipline and organizational climate on employee performance in 'MB' hospitality sector's.

II. METHODS

This study takes a quantitative methods approach with one variable or more variables according to the ordinary scale, i.e. 'Linkert'. Data gathering techniques utilized are observation and take a questionnaire stages of data source. Data was acquired from direct observation, with primary data from respondents is a employee who worked in 'MB' hospitality sector's as a population, while the research objects in this study are organizational culture, work discipline, organizational climate and employee performance. The research model and alternative hypothesis statement are presented in Figure 1 below:

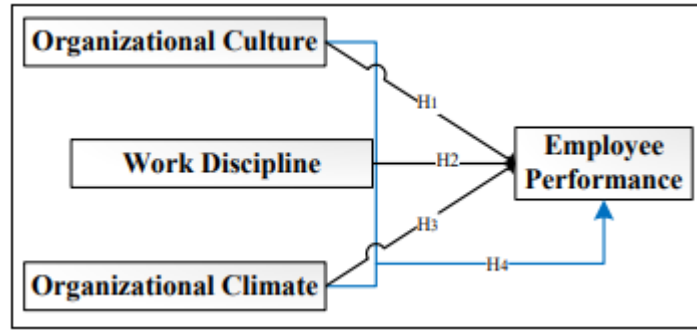


Figure 1. Research Proposed Model

These studies proposed will formulate of the alternative hypothesis as follow:

- > H₁ states that the Organization Culture factor had to influencing to the Employee Performance
- > H₂ states that the Work Discipline factor had to influencing to the Employee Performance
- > H₃ states that the Organization Climate factor had to influencing to the Employee Performance
- > H₄ states that the Organization Culture, Work Discipline, Organization Climate factor had to influencing to the Employee Performance as simultant

In this study, the research used was the saturated sampling method. According to Sugiyono (2021, hal. 82), saturated sampling is a sampling technique when all members of the population are used as samples. This is often done when the population is relatively small or the research wants to make generalizations with very little error. Thus, the number of samples in this study was 36 employees at 'MB' hospitality sector's. The measurement of variables is summarized as follow in Table 1:

Table 1. Variable Measuring

Variable Name /Abbreviation	Dimension	Indicator Abbreviation	References (Literature and Prior Research)
OrganizationalCulture (X1)	Basic assumptions	Bas_Ass	(Robbins & Judge, 2021, hal. 279)
	Beliefs held	Bel_H	
	Leader or group	LorG	
	Guidelines for solving problems	GforSP	
	Adjustment	Adj.	
Work Discipline(X2)	Comply with all company regulations	Comp	y, Mutis, & Arafah, 2015,hal. 68)
	Effective use of time	Eff_T	
	Responsibilities in work and assignments	Resp. W&A	
	Absenteeism rate	AbsRate	
OrganizationalClimate (X3)	Structure	Scruc	Litwin and Stringer's Organizational Climate Questionnaire (Rogers, Miles, Jr.,& D. Biggs, 1975)
	Responsibility	Resp	
	Awards	Awa	
	Risk	Ri	
	Warmth	Wa	
	Quality	Qua	

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Employee Performance (Y)	Quantity	Quan	(Hasibuan, 2021, hal. 94)
	Punctuality	Punc	
	Attendance	Attd	

Source: author's ellaborate (2023)

Analysis methods start begun from data validity and reliability tests, classssical assumption test, and hypothetical testing. These regression equations are computed as follow:

$$Y = \alpha + \beta_1 + \beta_2 + \beta_3 + \varepsilon$$

The t and F tests were carried out to determine the effect of each regression coefficient of the independent variable partially and simultaneously on the dependent variable. The hypothesis to be tested uses a confidence level of 95% or an error rate ($\alpha = 5$ percent). Test criteria, if H_0 is accepted if $\text{sig } t \geq \alpha$ (0.05) or vice versa H_0 is rejected if $\text{sig } t < \alpha$ (0.05) and also determines the score from t/F-table.

III. RESULTS AND DISCUSSION

Descriptive Respondents

The demographic respondent yields notice as follows:

Table 2. Summary Demographic Respondents

Based on	Categorized	Total (in Percentage)
Gender	Male = 23	63.89
	Female = 13	36.11
Education	Middle High Schools or Equivalent = 5	13.89
	Senior High Schools or Equivalent = 17	47.22
	Diploma = 10	27.78
	Bachelor = 4	11.11

Source: output calcute from programs (2023)

Table 1 summarizes demographic allocate from 36 respondent's yield 63.89 percent of employee who worked in 'MB' hospitality sectors are male and have a senior high schools or equivalent in majority as a 47.22 percent. The remaining 52.78 percent are diploma, senior high schools or equivalent, and bachelor's degrees

Data Validity and Reliability

This research uses data validity with r-pearson's score which compares it with the r-table of each indicator tested, the r-table value is known to be 0.3338, which two tailed is \square is 5 percent. While instrument reliability which requires a Cronbach's alpha value of at least 0.6. Data validity and reliability yields notice as follows:

Table 3. Summary Data Validity and Reliability

Variable Name / Abbreviation	Item Abbv.	R-Score Indicator's	Validity Test Conclusion	Cronbach's Score	Alpha	Reliability Test Conclusion
Organizational Culture (X1)	Bas_Ass	0.849	valid	0.811		reliable
	Bel_H	0.758	valid			reliable
	LorG	0.507	valid			reliable
	GforSP	0.875	valid			reliable
	Adj.	0.804	valid			reliable
Work Discipline(X2)	Comp	0.540	valid	0.797		reliable
	Eff_T	0.777	valid			reliable
	Resp. W&A	0.763	valid			reliable
	AbsRate	0.615	valid			reliable
Organizational Climate (X3)	Scruc	0.835	valid			reliable
	Resp	0.692	valid			reliable

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Employee Performance (Y)	Awa	0.883	valid	0.814	reliable
	Ri	0.879	valid		reliable
	Wa	0.700	valid		reliable
	Qua	0.726	valid	0.787	reliable
	Quan	0.602	valid		reliable
	Punc	0.560	valid		reliable
	Attd	0.561	valid		reliable

Source: output calcute from programs (2023)

Table 2 summarizes that the R-Score Pearson's correlation in each item as overall is higher than r-table (0.3888), where it has the lowest score in the leader or group dimension in organizational culture instrument, i.e., 0.507 and the highest score in the awards in organizational climate dimension, i.e., 0.883. The overall test of reliability yields has a Cronbach’s alpha score of more than 0.6. It implies 'reliable.'

Classical Assumption Tests

The first classical assumption test must meet the normality assumption in testing using the Kolmogorov-Smirnov test to determine whether the data used is normally distributed or not, where the data is said to be normal if the sig. > 0.05. The second classical assumption test must meet the heteroscedasticity assumption in testing using the Glejser’s test to whether in the regression model there is an inequality of variance from the residuals of one observation to another observation, where the data is no heteroscedasticity if the sig. > 0.05. The third classical assumption test must meet the free of multicollinearity assumption in testing using the VIF and Tolerance yields which requires each of lower than 10 and higher that 0.1 score to explains which of each independent variable is explained by other independent variables. Classical assumption tests yields notice as follows:

Table 4. Summary Classical Assumption Tests

Test Type of ...	Test of Criterion	Output Yield from Programs	Test Conclusion
Data Normality	Kolmogorov-Smirnov Z is positive score	0.724	normally distributed
	Asymp. Sig. (2-tailed) is higher than 0.05	0.627	
Heteroscedasticity	Probabilty Sig. is higher than 0.05	X ₁ = 0.115 X ₂ = 0.897 X ₃ = 0.077	no heteroscedasticity
Multicollinearity	VIF-score is lower than 10	X ₁ = 1.383 X ₂ = 1.011 X ₃ = 1.374	no multicollinearity
Test Type of ...	Test of Criterion	Output Yield from Programs	Test Conclusion
	Tolerance-score is higher than 0.1	X ₁ = 0.723 X ₂ = 0.989 X ₃ = 0.728	

Source: output calcute from programs (2023)

Table 4 summarizes that the data normality is ‘normally distributed’, which asymp. Sig. is higher than 0.05 of residual data. The Heteroscedasticity is also has a significance probability greater than 0.05 for each independent variable. The Multicollinearity also meets the requirements that the results of each independent variable have a VIF value of less than 10 and a tolerance score greater than 0.1. After the three classical assumption tests are concluded to meet the requirements of the criteria being tested, the next stage can be testing the research hypothesis to answer the research questions empirically.

Hypothesis of Tests

Regarding the outcomes of model proposed in influencing employee performance in the ‘MB’ Hospitality Sector’s, the yields of probability significance are notice of Figure 2 and Table 5 below:

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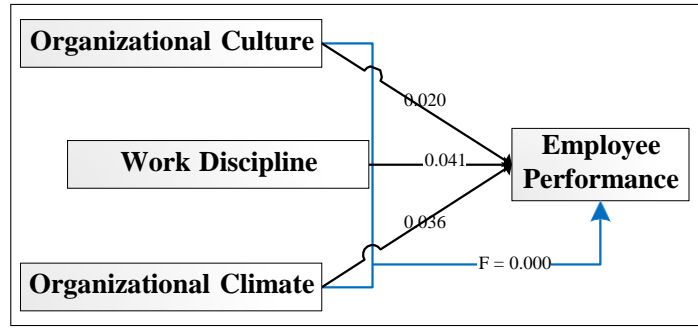


Figure 2. Final Result of Proposed Model

Table 5. Summary the Yields of Hypothesis

Path of Linkage	Sig. Score	Requisite	Hypothesis Statement
X1 to Y	0.020		Accept H ₁
X2 to Y	0.041	< 0.05	Accept H ₂
X3 to Y	0.036		Accept H ₃
Simultaneously Influence			
X1, X2, X3 to Y	0.000	< 0.05	Accept H ₄

Source: output calcute from programs (2023)

DISCUSSION

The yield of regression analysis for proposed a influence factors of employee performance at the ‘MB’ Hospitality Sector’s (from Table 5), empirical evidence shows that the Organizational Culture has generated a significant extent lower than 0.05, it is indicated that in a statistic proves influence towards employee performance (H₁ is Accepted). This yield of prior research is in line with Kokiroba *et al* (2021) on a study of companies in the multi-finance sector and (Kenedi, Satriawan, & Khaddafi, 2022) on a study at the Tanjung Balai Karimun Port Authority, while not in line with the results of research by Maartje Paais dan Jozef R. Pattiruhu (2020) in a study by Wahana Resources Ltd, North Seram Regency, which stated that organizational culture has no influence on employee performance. The success of a company is highly dependent on its success in creating a distinctive organizational culture as part of its strategic plan. There is a relationship between organizational culture and organizational performance which can be explained that the better the quality of the factors contained in the organizational culture, the better the quality of the factors contained in the organizational culture, the better the performance of the organization. Organizational culture has a positive influence on performance, so it refers to a system of shared understanding held by members of an organization that differentiates the organization from other organizations. Then, organizational culture represents a shared perception of organizational members (Robbins & Judge, 2021, hal. 279).

The Work Discipline has generated a significant extent lower than 0.05, it is indicated that in a statistic proves influence towards employee performance (H₂ is Accepted). This yield of prior research is in line with Henni Maria Ginting (2019) on a study at the Karo Regent’s Office and Bunga Astra Gracia (2021) on a study at Secretariat of the Indonesian Chamber of Commerce and Industry, Jakarta Head Office, while no in line with the results of research by (Rodriguez-Clare & Dingel, 2021) instudy by hospital employee in United States. The important role of work discipline in employee performance is necessary to increase efficiency as much as possible and is used to overcome errors and negligence caused by lack of attention, incompetence and tardiness. Discipline must be enforced in an organization, because without good personnel discipline, the organization will find it difficult to realize its goals (Hasibuan, 2021, hal. 193). So, discipline is the key to the success of an organization in achieving predetermined goals.

The Organizational Climate has generated a significant extent lower than 0.05, it is indicated that in a statistic proves influence towards employee performance (H₃ is Accepted). This yield of prior research is in line with Jaime A. Martinez-Arroyo and Marco A. Valenzo-Jimenez (2020) use a census with the staff working at the Michoacán Teaching Update Center who contributed knowledge about organizational climate in building organizational effectiveness and also Bunga Astra Gracia (2021) on a study at Secretariat of the Indonesian Chamber of Commerce and Industry, Jakarta Head Office, which organizational climate has a positive influence on employee performance. Organizational climate can be interpreted as a comprehensive measurement of the work environment that perceives the people who work in that environment which will influence their motivation and behavior both directly and indirectly. To create a conducive organizational work climate, management must be able to understand and comprehend the things that employees need so that employees can be motivated to optimize good performance for the company and also provide job satisfaction for them.

In simultaneously testing, the organizational culture, work discipline, and organizational climate is too generated a significant

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extent lower than 0.05, it is indicated that in a statistic proves towards employee performance at the 'MB' Hospitality Sector's (H₄ is Accepted). Organizational success in retaining employees and achieving performance targets is not easy to achieve. To make this happen, the organization must be able to understand and comprehend the things that employees need and be able to create an organizational culture and organizational climate that is conducive and comfortable so that it can stimulate employee satisfaction and motivate them to perform well again. In addition, if employee needs are not met, it can lead to disappointment, suboptimal work performance and work discipline resulting in a decline in work performance and target achievement. Therefore, the organizational culture and work climate will be well formed and conducive and also the role of work discipline factors to motivate employees to work more optimally so that the company's planned performance can be achieved.

IV. CONCLUSIONS

According to on the yields of data analysis and discussion, it can be inferred from this research as follows: 1) Organizational culture had a to influencing to the Employee Performance as significantly. 2) Work discipline had a to influencing to the Employee Performance as significantly. 3) Organizational climate had a to influencing to the Employee Performance as significantly. 4) In simultaneously, organizational culture, work discipline, and organizational climate had a to influencing to the Employee Performance in 'MB' Hospitality Sector's. It is hoped that this research suggests that management at the top level can greet each other every time they come to work, thereby providing a sense of trust for subordinates which will create a company work culture that has family ties. Then, employees are expected to comply with all applicable regulations in the company by implementing strict sanctions if there are violations, thereby creating operational activities that run regularly. Management is to create a friendly atmosphere on an ongoing basis for its employees, so that the work environment can be felt to create a friendly atmosphere between fellow employees.

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