

# THE ROLE OF CAREER SATISFACTION IN MEDIATING THE RELATIONSHIP BETWEEN CAREER PLANNING TO TURNOVER INTENTION (CASE STUDY OF EMPLOYEE ON PT. BANK RAKYAT INDONESIA (PERSERO) TBK. SEMARAPURA BRANCH)

Ketut Sri Wahyuni Indrayani<sup>1</sup>, I Gede Riana<sup>2</sup>

*PT. BRI (Persero) Tbk. Semarang Branch<sup>1</sup>, Udayana University<sup>2</sup>*

Sriwahyuniindrayani14@gmail.com<sup>1</sup>, gederiana@yahoo.com

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**Abstract-** This study aims to analyse the part of career fulfilment, career arranging, and representative turnover deliberate at PT Bank Rakyat Indonesia (Persero) Tbk. Semarang Department. This study utilized a test of 36 individuals decided based on immersed examining method. The strategy utilized in this study is to inquire about perception and overview strategy with survey and meet strategies with inferential factual examination device way investigation. The results showed that career arranging incorporates a negative and significant impact on turnover purposeful. Career arranging incorporates a positive and critical impact on career fulfilment. Career fulfilment encompasses a negative and critical impact on turnover deliberate. Career fulfilment intervenes the relationship between career arranging and turnover purposeful. The suggestion of this study is to demonstrate the conventional turnover hypothesis and its connection to the inquire about factors. This study moreover offers the benefits of career fulfilment, overseeing career arranging on turnover purposeful.

**Keywords:** Career Satisfaction, Career Planning, Turnover intention

## 1. Introduction

Bank Rakyat Indonesia (Persero) Tbk. Semarang Department found at Jalan Gunung Batukaru No.7, Semarang Kelod Kuning, Klungkung is one of the biggest Bank Rakyat Indonesia (BRI) sub-branches in Klungkung Regency which has 36 representatives. Bank Rakyat Indonesia (BRI) as a company locked in in keeping money depends intensely on the part of human assets in carrying out assignments. Human assets (HR) is the most resource of the company which is the arranging and dynamic performing artists of all arrangement of company exercises (Safrizal, 2011). In supporting representatives to have great execution, the company ought to be able to meet desires of representatives in accomplishing fulfillment by giving plans in their careers so as to decrease the level of representative turnover deliberate. Turnover deliberate that happens in bank monetary teach happens due to visit weight, worker disappointment with career ways, and it is as well troublesome to conduct talks due to the active work gotten (Handoko and Soeling, 2020). From this wonder, this study takes the subject of "The Part of Career Fulfillment Intervening the Relationship Between Career Arranging and Turnover deliberate (Consider on Workers of PT. Bank Rakyat Indonesia (Persero) Tbk. Semarang Department)."

## Literature Review

### 2.1 Previous Research

Nursi et al., (2023) recommend that there's a negative and noteworthy impact between career arranging on turnover deliberate in workers of Tiga Puncak Cipanas Inn. This study considered included 100 respondents and the method utilized to dissect this study is to utilize numerous direct relapse strategy speculation testing with SPSS adaptation 21 as an help program.

Febriansah (2019) found that career arranging encompasses a positive and critical impact on career fulfillment in HR work force as numerous as 37 tests at PT Telekomunikasi Indonesia. The impact of career arranging on career fulfillment could be a similitude in this study and related study.

Guan et al., (2017) in their research found that career fulfillment incorporates a negative and critical impact on turnover purposeful in employees from China employing a test of 299 people. The impact of career fulfillment and turnover purposeful will be able to anticipate the turnover deliberate of workers within the company.

## 2.2 Theoretical Review

### 2.2.1 Career planning

Career planning is an ongoing process where individuals conduct self-assessment and assessment of the world of work, plan the steps that must be taken to achieve these career choices, and make rational reasoning before making decisions about the desired career (Liza and Rusandi, 2016). Career planning is a plan about the possibilities of a member in the company as an individual to be able to pursue the process of promotion and position according to his requirements and abilities (Muspawi, 2017).

### 2.2.2 Career satisfaction

Career satisfaction is a goal direction where they are satisfied with their current career with the hope that they will get happiness that continues to increase according to their wishes (Amiruddin, 2019). An employee in achieving career satisfaction must have competencies that are a positive value for increasing his career path. The successful resolution of a company's employee problems can provide effective results for the company because motivated and more satisfied employees tend to be more cooperative and thus more productive in the workplace (Surya *et al.*, 2021).

### 2.2.3 Turnover Intention

Turnover deliberate is the purposeful to move representatives from a company to another company by getting superior rights (Lubis, 2021). Indeed, companies or organizations that have overseen and kept up human assets well will not be free from representative development or turnover (Wibawa and Supartha, 2023). Turnover purposeful that happens within the company outlines that there's still no representative devotion to the company (Susilo and Satrya, 2019).

## 2. Research Framework

### 3.1 Analysis Model

Figure 1 shows the conceptual research framework.

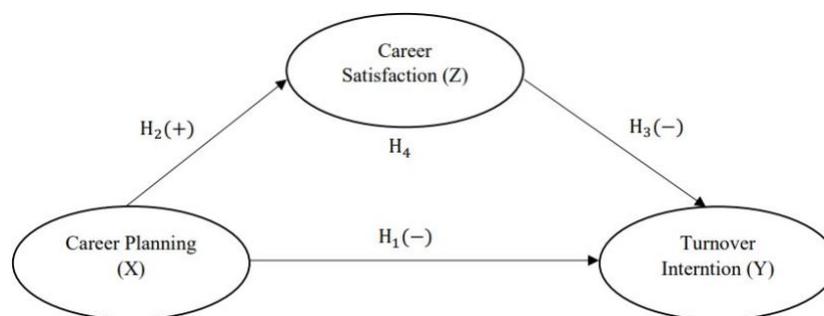


Figure 1 Conceptual Framework

### 3.2 Hypothesis

There are four hypotheses are:

**H1:** Career planning has a negative effect on desire for a career move significantly.

**H2:** Career planning has a positive effect on career satisfaction significantly.

**H3:** Career satisfaction has a negative effect on turnover intention significantly.

**H4:** Career satisfaction mediates the relationship between career planning and turnover intention significantly.

## 3. Research Methods

### 4.1 Types of Research

This type of research is known as quantitative research. This research was conducted at PT Bank Rakyat Indonesia (Persero) Tbk. Semarang Branch. The population and sample of this study consisted of 36 employees of PT Bank Rakyat Indonesia (Persero) Tbk. Semarang Branch.

## 4.2 Data Sources

Based on the type, there is quantitative data: Likert scale scores for respondents' answers to the questionnaire results. Qualitative data: general description of the company and statements from the questionnaire. Based on data sources, there are primary sources: direct data obtained from respondents, namely questionnaires. Secondary sources: employee data, company organisational structure.

## 4.3 Analysis Techniques

The data analysis technique in calculating the path analysis coefficient is correlation and regression analysis in calculations using the SPSS version 25.

## 4.4 Definition and Measurement of Variable

### 4.4.1 Turnover intention

Turnover purposeful is the demeanor or recognition of Bank Rakyat Indonesia Semarang Klungkung Department workers with the deliberate to move from the company to another company by accepting superior rights. Markers agreeing to Jehanzeb et al. (2013) are considerations of stopping, deliberate to stopped, and deliberate to rummage around for another job.

### 4.4.2 Career Satisfaction

Career fulfillment could be a reaction from representatives of Bank Rakyat Indonesia Semarang Klungkung Department as an energizing or great passionate environment that comes about from a person's appraisal of his work involvement. Pointers agreeing to Greenhaus et al. (1990) are accomplishment, wage headway, career objective headway, advancement progression, and modern expertise headway.

### 4.4.3 Career Planning

Career planning is an progressing handle where workers of Bank Rakyat Indonesia Semarang Klungkung Department conduct self-assessment and the world of work, arrange career choices and make sound thinking some time recently making choices around the required career. Markers Rokhyati et al., (2017) to be specific perceiving interface and abilities, paying consideration to values, identity, career openings, paying consideration to careers.

## 5 Result and Discussion

### 5.1 Descriptive Analysis of Respondents

Of the 36 respondents, 22 were male (61.1%) and 14 were female (38.9%). Of the 36 respondents, 11 respondents were unmarried (30.6%) and 25 respondents were married (69.4%). From the length of work of the respondents, 3 respondents have worked for less than 1 year (8.3%), 6 respondents have worked 1-5 years (16.7%), 11 respondents have worked 6-10 years (30.6%), 4 respondents have worked 11-15 years (11.1%), and 12 respondents who have worked for more than 15 years (33.3%).

### 5.2 Description of Research Variable

Judging from the results of the description of respondents' answers to career planning variables which have the lowest average, namely "I have determined my career goals when formulating my career plan in the company" with an average score of 3.36, which means that employees are not good at planning their careers. The results of the description of respondents' answers to the career satisfaction variable which has the lowest average, namely "The income I receive is in accordance with the responsibilities given" with an average score of 2.61, which means that the income earned by respondents is not in accordance with the responsibilities given by the company. The results of the description of respondents' answers to the turnover intention variable which has the highest average, namely "I will leave the company if I get a job with a bigger income" with an average score of 4.19, which means that respondents have started looking for other jobs that are in accordance with the career plan with the income earned.

**5.3 Instrument Validity Test**

**5.3.1 Validity Test Results**

Table 1 shows the Validity Test Results.

**Table 1 Validity Test Results**

No	Variables	Statement Item	Item Correlation Total	Description
1	Career Planning (X)	X1.1	0.904	Valid
		X1.2	0.915	Valid
		X1.3	0.929	Valid
		X1.4	0.916	Valid
		X1.5	0.930	Valid
2	Career Satisfaction (Z)	Z1.1	0.795	Valid
		Z1.2	0.859	Valid
		Z1.3	0.893	Valid
		Z1.4	0.887	Valid
		Z1.5	0.839	Valid
3	Turnover Intention (Y)	Y1.1	0.884	Valid
		Y1.2	0.944	Valid
		Y1.3	0.935	Valid

*Source: Results of Research Data Processing*

**5.3.2 Reliability Test Results**

Table 1 shows the Reliability Test Result.

**Table 2 Reliability Test Result**

No	Variable	Cronbach's Alpha	Description
1	Career Planning (X)	0.954	Reliable
2	Career Satisfaction (Z)	0.907	Reliable
3	Turnover intention (Y)	0.909	reliable

*Source: Results of Research Data Processing*

**5.4 Inferential Statistics**

**5.4.1 Path Analysis Test Results**

**1) Path Analysis Results Regression Equation 1**

Table 3 shows the Results of Path Analysis Regression Equation 1

**Table 3 Results of Path Analysis Regression Equation 1**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.812	2.759		2.831	.008
1 Career Planning (X)	.375	.150	.394	2.503	.017

R<sup>2</sup>: 0,156  
F Statistic: 6,266  
Sig F: 0,017

*Source: Results of Research Data Processing*

Based on the results of the path analysis of regression equation 1 as presented in the table above, the structural equation is as follows:

$$Z = \beta_2 X + \varepsilon_1$$

$$Z = 0,375X + \varepsilon_1$$

2) Path Analysis Results Regression Equation 2

Table 4 shows the Results of Path Analysis of Regression Equation 2.

Table 3 Results of Path Analysis of Regression Equation 2

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	20.386	1.462		13.947	0.000
Career Planning	-0.166	0.078	-0.280	-2.134	0.040
Career Satisfaction (Z)	-0.352	0.082	-0.564	-4.305	0.000

R<sup>12</sup>: 0,521  
F statistic: 17,963  
Sig. F: 0,000

Source: Results of Research Data Processing

Based on the results of the path analysis of regression equation 2 as presented in the table above, the structural equation is as follows:

$$Y = \beta_1 X + \beta_3 Z + \varepsilon_2$$

$$Y = 0,166X - 0,352Z + \varepsilon_2$$

3) Testing the coefficient of determination (R<sup>2</sup>) and the error variable (e)

Based on structural equations 1 and structural 2, the final path diagram model can be compiled. Before compiling the final path diagram model, first calculate the standard error value as follows:

$$P_{e1} = \sqrt{1 - R_1^2} = \sqrt{1 - 0,156} = 0,918$$

$$P_{e2} = \sqrt{1 - R_2^2} = \sqrt{1 - 0,521} = 0,692$$

Based on the calculation of the effect of error (P<sub>ei</sub>), the result of the effect of error (P<sub>e1</sub>) obtained is 0.496 and the effect of error (P<sub>e2</sub>) as much as 0.674. After analyzing ε<sub>1</sub> and ε<sub>2</sub>, then the calculation of the total coefficient of determination is obtained as follows:

$$R^2M = 1 - (P_{e1})^2(P_{e2})^2$$

$$= 1 - (0,918)^2(0,692)^2$$

$$= 1 - 0,843 \times 0,479$$

$$= 1 - 0,404$$

$$= 0,596$$

The total determination value of 0.596 means that 59.6 per cent of the turnoverintention variable is influenced by the career planning and career satisfaction variables, the remaining 40.4 per cent is explained by other factors outside the model formed.

4) Classical Assumption Test Results

a. Normality Test Results

Table 4 shows the Normality Test Results.

Table 5 Normality Test Results

		Unstandardized Residual
N		36
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.78774768
Most Extreme Differences	Absolute	.101
	Positive	.063

	Negative	-.101
Test Statistic		.101
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

Source: Results of Research Data Processing

Based on Table 5, it can be seen that the Asymp Sig (2-tailed) value is 0.200, these results indicate that the regression equation model is normally distributed because Asymp Sig (2-tailed) is greater than the alpha value of 0.05 (0.200 > 0.05).

### b. Multicollinearity Test Results

Table 6 shows the Multicollinearity Test Results.

Variable	Tolerance	VIF
Career Planning (X)	.844	1.184
Career Satisfaction (Z)	.844	1.184

Based on Table 6, it can be seen that the *tolerance and VIF* values of the career planning and career satisfaction variables show the *tolerance* value for each variable is greater than 0.10 and the VIF value is less than 10.0, which means that the regression equation model of this study is free from multicollinearity.

### c. Heteroscedasticity Test Results

Table 7 shows Heteroscedasticity Test Results.

	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
(Constant)	1.182	.805			1.469	.151
Career Planning (X)	-.048	.043	-.203		-1.123	.270
Career Satisfaction (Z)	.077	.045	.310		1.711	.096

In Table 7, it can be seen that the significance value of the career planning variable is 0.270 and the career satisfaction variable is 0.096, this value is greater than 0.05, which means that there is no influence between the independent variables on the *absolute residual* so that the model does not contain symptoms of heteroscedasticity.

## 5.5 Hypothesis Test

### 5.5.1 Calculating the path coefficient based on the regression coefficient

#### 1) Direct Effect

Direct influence occurs if a variable affects another variable without any other variables mediating.

a. The effect of career planning variables (X) on career satisfaction (Z):

$$X \rightarrow Z = 0.394$$

b. The effect of career satisfaction variables (Z) on turnover intention (Y):

$$Z \rightarrow Y = -0.564$$

c. The effect of career planning variables (X) on turnover intention (Y):

$$X \rightarrow Y = -0.280$$

2) **Indirect Effect**

Indirect influence occurs when there are other variables that mediate the relationship between the two variables.

- a. The effect of career planning variables (X) on turnover intention (Y) with career satisfaction (Z) as an intermediate variable:

$$X \rightarrow M \rightarrow Y = (-0,280) \times (-0,564) = 0,158$$

3) **Total Effect**

The total effect of variable X on Y through Z can be formulated as follows:

$$\begin{aligned} \text{Total effect} &= -0,280 + (0,394 \times (-0,564)) \\ &= -0,502 \end{aligned}$$

5.5.2 **Test Results of Direct Effect, Indirect Effect, and Total Effect**

Table 8 shows the Test Results of Direct Effect, Indirect Effect, and Total Effect.

Table 8 Test Results of Direct Effect, Indirect Effect, and Total Effect

Influence Variables	Influence Directly	Indirect Effect Through Career Satisfaction (Z) ( $\beta_1 \times \beta_3$ )	Total Effect
X → Y	-0,280	0,158	-0,502
X → Z	0,394	-	0,394
Z → Y	-0,564	-	-0,564

Source: Results of Research Data Processing

5.5.3 **Sobel Test Results**

The equation of the Sobel Test Results is:

$$Z = \frac{ab}{\sqrt{b^2S_a^2 + a^2S_b^2 + S_a^2S_b^2}}$$

Description:

S<sub>a</sub> = standard error coefficient a

S<sub>b</sub> = standard error coefficient b

a = path X to Z

b = path Z to Y

Be Discovered:

S<sub>a</sub> = 0,150

S<sub>b</sub> = 0,082

a = 0,394

b = -0,564

$$Z = \frac{0,394 \cdot (-0,564)}{\sqrt{(-0,564)^2(0,150)^2 + (0,394)^2(0,082)^2 + (0,150)^2(0,082)^2}}$$

$$Z = \frac{0,394 \cdot (-0,564)}{\sqrt{(0,318)(0,022) + (0,155)(0,007) + (0,022)(0,007)}}$$

$$Z = \frac{-0,222}{\sqrt{0,008}}$$

$$Z = \frac{-0,222}{0,089}$$

$$Z = -2,494$$

Table 9 Sol el Test Result

Nilai Z	Sig
-2,494	0,000

Source: Results of Research Data Processing

Based on the comes about of the Sobel test in Table 9, it appears that the arrangement comes about appear a comparison of the calculated Z esteem of  $-2.494 > Z$  table of  $(+/-) 1.96$  with a centrality level of  $0.000 < 0.05$ , which suggests that the arbiter variable, to be specific career fulfillment, is surveyed adversely and essentially intervenes the impact of career arranging on turnover purposeful.

## 5.6 Discussion

### 5.6.1 Effect of Career Planning on Turnover intention

The path coefficient value obtained from the direct effect of career planning on turnover intention is  $-0.280$  with a significance value of  $0.040 < 0.05$ . These results indicate that career planning directly has a negative and significant effect on turnover intention at PT BRI (Persero) Tbk. Semarang Branch, so the first hypothesis is accepted.

### 5.6.2 The Effect of Career Planning on Career Satisfaction

The path coefficient value obtained from the direct effect of career planning on career satisfaction is  $0.394$  with a significance value of  $0.017 < 0.05$ . These results indicate that career planning directly has a positive and significant effect on career satisfaction at PT BRI (Persero) Tbk. Semarang Branch, so the second hypothesis is accepted.

### 5.6.3 Effect of Career Satisfaction on Turnover intention

The path coefficient value obtained from the direct effect of career satisfaction on turnover intention is  $-0.564$  with a significance value of  $0.000 < 0.05$ . These results indicate that career satisfaction has a negative and significant effect on turnover intention at PT BRI (Persero) Tbk. Semarang Branch, so the third hypothesis is accepted.

### 5.6.4 The Role of Career Satisfaction Mediates the Relationship Between Career Planning and Turnover Intention.

The path coefficient value obtained from the indirect effect of career satisfaction in mediating the relationship between career planning and turnover intention is  $0.158$  with a significance value of  $0.000 < 0.05$ , it can be stated that career satisfaction can mediate the relationship between career planning and turnover intention at PT BRI (Persero) Tbk. Semarang Branch, so the fourth hypothesis is accepted.

## 6 Conclusion and Suggestion

### 6.1 Conclusion

- 1) There is a negative and noteworthy impact between career arranging on turnover deliberate of workers of PT Bank Rakyat Indonesia (Persero) Tbk. Semarang Department.
- 2) There is a positive and critical impact between career arranging on career fulfillment of representatives of PT Bank Rakyat Indonesia (Persero) Tbk. Semarang Department.
- 3) There is a negative and noteworthy impact between career fulfillment on representative turnover purposeful of PT Bank Rakyat Indonesia (Persero) Tbk. Semarang Department.
- 4) Career fulfillment may be a intervening variable of the impact of career arranging on turnover deliberate of workers of PT Bank Rakyat Indonesia (Persero) Tbk. Semarang Department.

### 6.2 Suggestion

- 1) Bank Rakyat Indonesia (Persero) Tbk. Semarang Department is prompted to pay uncommon consideration to workers in encouraging career arranging so that workers are able to define the career objectives they will accomplish.
- 2) Bank Rakyat Indonesia (Persero) Tbk. Semarang Department is exhorted to supply fitting obligations and improve the effect of giving worker overtime hours, so as to extend worker career fulfillment.
- 3) Bank Rakyat Indonesia (Persero) Tbk. Semarang Department is prompted to supply career fulfillment for workers through career arranging programs to decrease worker turnover deliberate.

- 4) Future inquire about is anticipated to re-examine the investigate show in arrange to induce a coefficient of assurance of  $> 59.6\%$  and receive a level of  $40.4\%$  with other factors that influence the level of turnover deliberate.

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