

The Effect of Supervision, Leadership, And Compensation on Employee Engagement in PT Prima Mas Indonesia

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Abstract.

The research analysis aims to determine whether supervision, leadership, and compensation simultaneously have a positive and significant effect on employee engagement at PT Prima Mas Indonesia. The data analysis technique used is the associative method with the help of the SPSS version 16.0 program. This study uses multiple linear regression analysis. The sample in this study was 42 respondents. Primary data collection using a questionnaire. The results showed that partial supervision had a positive and significant effect on employee engagement at PT Prima Mas Indonesia, where $t_{count} 2.364 > t_{table} 2.024$ and significant $0.011 < 0.05$. Leadership partially has a positive and significant effect on employee engagement at PT Prima Mas Indonesia, where $t_{count} 2,303 > t_{table} 2,024$ and significant $0,011 < 0,05$. Compensation partially has a positive and significant effect on employee engagement at PT Prima Mas Indonesia, where $t_{count} 2.837 > t_{table} 2.024$ and significant $0.007 < 0.05$. Supervision, leadership, and compensation simultaneously have a positive and significant effect on employee engagement at PT Prima Mas Indonesia, where $F_{count} 39.604 > F_{table} 2.85$ and significant $0.000 < 0.05$.

Keywords: Supervision, Leadership, Compensation, Employee Engagement.

I. INTRODUCTION

Organizations are founded by having people who have a clear set of activities and are carried out continuously to achieve organizational goals. All actions taken are determined by humans who are members of the organization within a company. To be able to achieve organizational goals, every organization requires various resources. Resources are sources of energy, energy, and strength needed to create various activities. Management in human resources is a field of management that specifically explores the relationship and role of human management in corporate organizations [1]. The resources needed include natural resources, financial resources, scientific and technological resources, and human resources. Among these resources, human resources are the most important resources. Therefore, companies must pay attention to employee engagement. Several factors influence employee engagement, namely supervision, leadership, and compensation. Based on the pre-survey, there are problems with supervision, leadership, and compensation at PT Prima Mas Indonesia. The results of the pre-survey on supervision found that the supervision of PT Prima Mas Indonesia where employees have not carried out the tasks that have been determined by the leadership based on the job description.

Employees have not received an inspection of the results of the work done. Employees have not been given a solution/corrective action if something goes wrong. In the pre-survey of leadership, the results show that the leadership of PT Prima Mas Indonesia where the leadership does not provide direction to employees in doing the work assigned. Leaders do not convey creative ideas or ideas related to work. Leaders do not provide direction to employees in doing the work assigned. Statements regarding compensation obtained in the pre-survey where the company has not provided a salary that is in accordance with performance. The company has not provided a pension that is in accordance with the employee's performance. The company does not always increase overtime pay every year. Based on the description of the research background that has been described, the authors are interested in researching "The Effect of Supervision, Leadership, and Compensation on Employee Engagement at PT Prima Mas Indonesia".

II. LITERATURE REVIEW

Employee Engagement

The concept of employee engagement is expressed as the desire of organizational members to their work where they express themselves physically, cognitively, and emotionally. These three aspects have different meanings. The physical aspect is the physical energy mobilized by employees in carrying out their roles at work. The cognitive aspect refers to employees' beliefs about the organization, leadership, and working conditions. While the emotional aspect refers more to how employees feel whether they feel positive or negative about the organization and existing leadership [2].

Employee engagement is a force that can motivate employees to be able to improve performance at a higher level, this energy is in the form of commitment [3] Employees who have high employee engagement are characterized as follows [4]: (a) Focus on completing one job and also on the next job; (b) Feeling part of a team and something bigger than themselves; (c) Feeling capable and not feeling a pressure to leap the job; and (d) Working with change and approaching challenges maturely.

Several factors affect employee engagement [3], namely:

1. Job Resource: refers to the physical, social, and organizational aspects of the job
2. Leadership: a field of research as well as a practical skill that includes the ability of a person or an organization to "lead" or guide other people, teams, or the entire organization.
3. Peers: Interpersonal relationships that exist between employees will provide a more meaningful work experience.
4. Compensation: everything that is received can be physical or non-physical and must be calculated and given to someone who is generally an object that is exempt from income tax.

5. Job satisfaction: A positive or pleasant emotional statement as a result of an assessment of one's work experience or work.
6. Supervision: monitoring behavior, activities, or information to gather information, influence, overshadow, or direct.

Meanwhile, the indicators of employee engagement are as follows [3]:

1. Vigor: refers to a high level of energy and resilience, willingness to try, not easily tired and persistent in the face of adversity.
2. Dedication: refers to feeling meaningful, enthusiastic and proud of one's work, and feeling inspired and challenged by it.
3. Absorption: refers to concentrating fully and deeply, being immersed in work where time passes quickly and it is difficult to separate oneself from work, thus forgetting everything around it

Supervision

Work supervision is the activity of managers who strive for the work to be carried out in accordance with the plans set and the desired results [5]. Work supervision is a systematic effort to determine implementation standards and planning objectives, design a feedback information system, compare actual activities with predetermined standards, determine and measure deviations and take necessary actions for correction to ensure that all resources the company is used most effectively and efficiently in achieving company goals [6]. Work supervision is the process of observing all organizational activities to better ensure that all work being carried out is in accordance with a predetermined plan [7].

Leadership

Leadership is the process of directing, guiding, and influencing the thoughts, feelings, actions, and behavior of others to be moved towards certain goals [8]. Leadership is a personal ability that is able to encourage or invite others to do something based on acceptance/acceptance by the group and has the right specialty for special situations [2]. Leadership is the ability to influence a group towards the achievement of goals [4].

Compensation

Compensation is everything that is received which can be physical or non-physical, and must be calculated and given to someone who is generally an object that is excluded from income tax [9]. Compensation is any form of payment or reward given to employees and arising from the employee's work [10]. Compensation is the overall remuneration received by employees as a result of carrying out work in the organization in the form of money or other, which can be in the form of salaries, wages, bonuses, incentives, and other benefits such as health benefits, holiday allowances, money meals, vacation pay and more [11].

Hypothesis

The conceptual framework of this research can be seen in Figure 1 below.

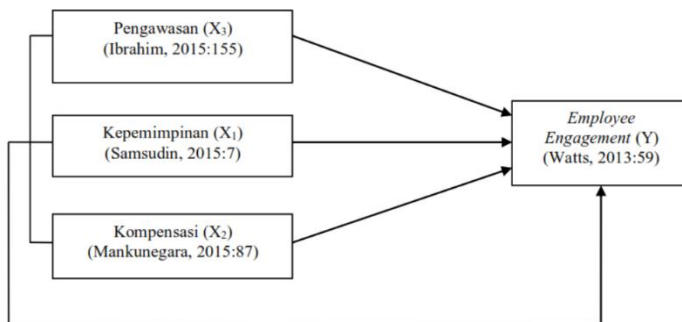


Fig 1. Conceptual Framework

With limited time and cost in research. So the above problem is formulated with the following hypothesis:

- Hypothesis 1:** Supervision partially has a significant effect on employee engagement at PT Prima Mas Indonesia.
- Hypothesis 2:** Leadership partially has a significant effect on employee engagement at PT Prima Mas Indonesia.
- Hypothesis 3:** Compensation partially has a significant effect on employee engagement at PT Prima Mas Indonesia.
- Hypothesis 4:** Supervision, leadership, and compensation simultaneously have a significant effect on employee engagement at PT Prima Mas Indonesia.

III. RESEARCH METHODS

This research is an associative type of research, namely research that is intended to reveal causal problems between two or more variables [12]. This research was conducted at PT Prima Mas Indonesia Medan, starting from January 2022 to Juni 2022. This study used 3 (three) independent variables, namely: the first independent variable is supervision (X₁), the second independent variable is leadership (X₂) and the third independent variable is compensation. (X₃) and 1 (one) dependent variable, namely employee engagement (Y). The measurement of each variable in this study is to use a Likert scale.

The population in this study were all employees of PT Prima Mas Indonesia as many as 42 employees. Sampling in this study used a saturated sample, that is, the entire population was sampled as many as 42 employees of PT Prima Mas Indonesia. The type of data in this study is primary data obtained directly from respondents through questionnaires and structured interviews with the source, namely the respondent.

Data Analysis Techniques

The data analysis techniques used are:

1. Test data quality. A validity test is required and if each question is greater than (>) 0.30 then the questions are considered valid. Next is the reliability test is carried

out to determine the stability of the respondents in answering questions and the reliability of a variable construct is said to be good if it has a Cronbach's alpha value greater than (>) 0.60.

2. Classical assumption test. The normality test aims to test whether, in a regression model, the dependent variable, the independent variable, or both have a normal distribution or are close to normal. Multicollinearity test to find if there is a correlation between independent variables. The Heteroscedasticity test is to test if in a regression model there is an inequality of variance from the residuals.
3. Multiple Linear Regression. analysis that examines the effect of supervision, leadership, and compensation on employee engagement.
4. Test the hypothesis. Hypothesis testing includes a simultaneous test (F test) to test whether the independent variables have a simultaneous effect on the dependent variable and a partial test (t-test) to test the hypothesis if the researcher analyzes partial regression (an independent variable with a dependent variable).
5. The coefficient of determination (KD). The coefficient of determination is used to see how the variation in the value of the dependent variable is affected by the variation in the value of the independent variable [13].

IV. RESEARCH ANALYSIS

A general description of the company

PT. Prima Mas Indonesia is a company engaged in transportation and warehousing, especially in the field of loading and transporting fertilizer services. This company was founded on January 6, 2012, based in Surabaya as an office and Gresik as a warehouse. Over time, PT. Prima Mas Indonesia develops a business in the import handling sector which is supported by certified PPJK graduates who are experts in their fields. Also supported by other young-spirited HR personnel in the field of loading and documentation, PT. Prima Mas Indonesia is ready to expand its wings in the logistics sector and is ready to accept challenges.

Validity Test

If the validity of each question is greater than (>) 0.30, then the question items are considered valid.

Tabel 1. Validity Test (X1) Supervision

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Statement X1.1	30.6667	46.569	.713	.841
Statement X1.2	31.0476	45.364	.537	.856
Statement X1.3	30.8095	46.743	.651	.845
Statement X1.4	31.0000	43.463	.650	.844
Statement X1.5	30.6667	46.423	.560	.852
Statement X1.6	31.7619	45.259	.481	.864
Statement X1.7	30.6667	46.569	.713	.841
Statement X1.8	31.0476	45.364	.537	.856

Statement X1.9	30.8095	46.743	.651	.845
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The results of the validity test of 9 (nine) questions on the monitoring variable can be declared valid (valid) because all coefficient values are greater than 0.30 (Table 1).

Tabel 2. Validity Test (X2) Leadership

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Statement X2.1	27.7381	30.930	.653	.829
Statement X2.2	26.7381	35.759	.553	.837
Statement X2.3	27.0238	32.609	.745	.816
Statement X2.4	26.6667	36.667	.400	.854
Statement X2.5	27.6905	32.853	.637	.828
Statement X2.6	27.6190	38.729	.399	.850
Statement X2.7	27.7857	35.294	.744	.822
Statement X2.8	27.3810	35.900	.705	.826
Statement X2.9	27.6429	39.113	.403	.850

The results of the validity test of 9 (nine) questions on the leadership variable can be declared valid (valid) because all coefficient values are greater than 0.30 (Table 2).

Tabel 3. Validity Test (X3) Compensation

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Statement X2.1	25.6905	25.048	.362	.822
Statement X2.2	26.0000	24.341	.415	.817
Statement X2.3	25.8571	22.613	.643	.793
Statement X2.4	26.0476	22.485	.556	.802
Statement X2.5	26.1667	20.142	.590	.801
Statement X2.6	26.0952	24.283	.406	.819
Statement X2.7	26.2619	22.247	.667	.789
Statement X2.8	25.8571	22.613	.643	.793
Statement X2.9	26.1190	24.010	.491	.809

The results of the validity test of 9 (nine) questions on the compensation variable can be declared valid (valid) because all coefficient values are greater than 0.30 (Table 3).

Tabel 4. Validity Test (Y) Employee Engagement

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Statement Y.1	26.0952	26.966	.607	.917
Statement Y.2	25.9286	24.605	.822	.903
Statement Y.3	25.9524	26.778	.702	.911
Statement Y.4	26.2143	24.807	.732	.909
Statement Y.5	25.8571	24.272	.798	.904
Statement Y.6	26.3333	27.252	.593	.918
Statement Y.7	26.3810	26.827	.695	.912
Statement Y.8	25.9524	24.778	.836	.902

Statement Y.9	25.9524	25.900	.655	.914
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The results of the validity test of 9 (nine) questions on the employee engagement variable can be declared valid (valid) because all coefficient values are greater than 0.30 (Table 4).

Reliability Test

The reliability of the questionnaire questions that have been submitted by the author to the respondents in this study will be seen in the Reliability Statistics table which is presented in the table below:

Table 5. Reliability Test
Realibility Statistic

	Cronbach's Alpha	N of Items
Variable X1	.864	9
Variable X2	.851	9
Variable X3	.823	9
Variable Y	.919	9

Based on table 5, it can be seen that the value of Cronbach's Alpha variable X₁ is 0.864 > 0.60, X₂ variable is 0.851 > 0.60, X₃ variable is 0.823 > 0.60, and variable Y is 0.919 > 0.60 so it can be concluded that all questions that have been presented to respondents on the variables of supervision, leadership, compensation, and employee engagement are reliable or said to be reliable.

Classic Assumption Test

Based on Figure 1, the results of the data normality test show that the data is normally distributed, where the histogram image has a line forming a bell and has a balanced convexity in the middle.

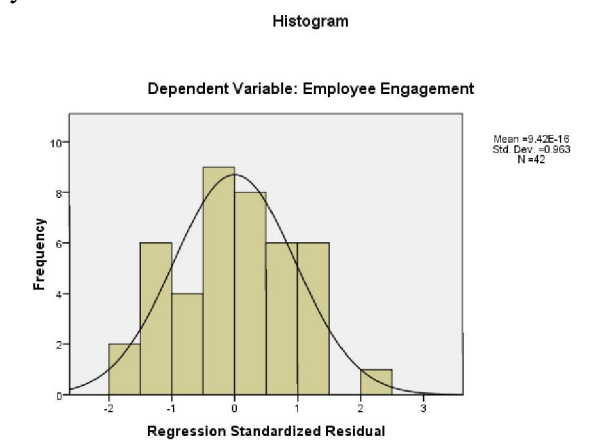


Fig 2. Normality Test Histogram

Then for the results of testing the normality of the data using the PP Plot image (Figure 2), it can be seen that the data points spread around the diagonal line so that the data is normally distributed.

Normal P-P Plot of Regression Standardized Residual

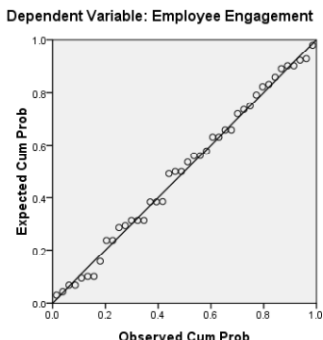


Fig 3.PP Plot Normality Test

From the two images above (Figure 1 and Figure 2), it can be concluded that after the data normality test was carried out, the data for the employee engagement variable was normally distributed.

Table 6. Normality Test One Sample Kolmogorov Smirnov Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		42
		.0000000
Mean		
Normal Parameters ^{a b}	Std. Deviation	2.79880929
Most Absolute Differences	Extreme	.075
Positive		.075
Negative		-.062
Kolmogorov-Smirnov Z		.489
Asymp. Sig. (2-tailed)		.971

a. Test distribution is Normal.

b. Calculated from data.

In table 6 it can be seen that the results of data processing, the significance value of Kolmogorov Smirnov is 0.963, so it can be concluded that the data is normally distributed, where the significance value is greater than 0.05 ($p = 0.971 > 0.05$).

Multicollinearity Test

The multicollinearity test from the results of the questionnaire that has been distributed to the respondents can be seen in the following table. Based on table 7, it can be seen that the Variance Inflation Factor (VIF) number is less than 10, including supervision $8.426 < 10$, leadership $4.585 < 10$ and compensation $3.2258 < 10$, and the

supervisory tolerance value $0.119 > 0.10$, leadership $0.218 > 0.10$ and compensation $0.307 > 0.10$ so that it is free from multicollinearity.

Table 7. Multicollinearity Test Coefficients^a

Model	Unstandardized Coefficients				Collinearity Statistics	
	B	Std. Error	t	Sig.	Tolerance	VIF
(Constant)	3.331	2.787	1.195	.239		
Pengawasan	.271	.199	2.364	.011	.119	8.426
Kepemimpinan	.237	.182	2.303	.011	.218	4.585
Kompensasi	.308	.109	2.837	.007	.307	3.258

a. Dependent Variable: Employee Engagement

Heteroscedasticity Test

The results of the heteroscedasticity test can be seen where the scatterplot image shows that the resulting points spread randomly and do not form a certain pattern or trend line (Figure 3). The figure shows that the distribution of the data is around the zero point. The results of this test, it shows that this regression model is free from heteroscedasticity problems, in other words: the variables to be tested in this study are homoscedasticity.

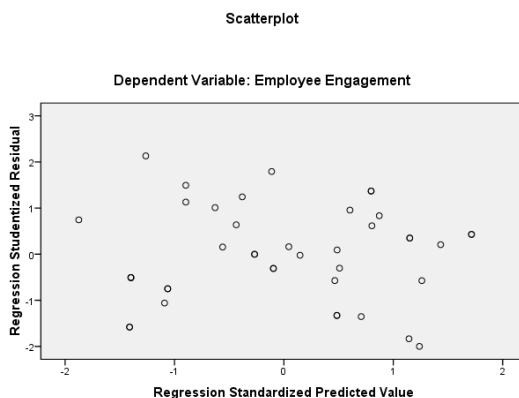


Fig 4. Heteroscedasticity Test Scatterplot

Multiple Linear Regression

The formula for multiple regression analysis is as follows:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Table 8. Regresi Linier Berganda Coefficients^a

Model	Unstandardized Coefficients				Collinearity Statistics	
	B	Std. Error	t	Sig.	Tolerance	VIF

(Constant)	3.331	2.787	1.195	.239		
Supervision	.271	.199	2.364	.011	.119	8.426
Leadership	.237	.182	2.303	.011	.218	4.585
Compansation	.308	.109	2.837	.007	.307	3.258

a. Dependent Variable: Employee Engagement

Based on Table 8, multiple linear regression is obtained as follows.

$$Y = 3,331 + 0,271 X1 + 0,237 X2 + 0,308 X3 + e.$$

The interpretation of the multiple linear regression equation is:

- a. a. If everything in the independent variables is considered zero, then the value of employee engagement (Y) is 3.331.
- b. b. If there is an increase in the supervision of 1, then employee engagement (Y) will increase by 0.271.
- c. c. If there is an increase in leadership 1, then employee engagement (Y) will increase by 0.237.
- d. d. If there is an increase in compensation of 1, then employee engagement (Y) will increase by 0.308.

Test Goodness of Fit

The method used is to see the level of significant (= 0.05). If the significance value is less than 0.05, then H₀ is rejected and H_a is accepted.

Table 9. Simultaneous Test

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1004.167	3	334.722	39.604	.000 ^b
Residual	321.167	38	8.452		
Total	1325.333	41			

a. Predictors: (Constant), Compensation, Leadership, Supervision

b. Dependent Variable: Employee Engagement

Based on Table 9 it can be seen that F_{count} is 39.604 while F_{table} is 2.85 which can be seen at = 0.05 (see attachment table F). Significant probability is much smaller than 0.05, i.e. 0.000 < 0.05, so the regression model can be said that in this study supervision, leadership and compensation simultaneously have a significant effect on employee engagement.

Table 10. Partial Test

Coefficients^a

Model	Unstandardized Coefficients				Collinearity Statistics	
	B	Std. Error	t	Sig.	Tolerance	VIF
(Constant)	3.331	2.787	1.195	.239		
Supervision	.271	.199	2.364	.011	.119	8.426
Leadership	.237	.182	2.303	.011	.218	4.585
Compansation	.308	.109	2.837	.007	.307	3.258

a. Dependent Variable: Employee Engagement

Based on table 10 above, it can be seen that:

1. The effect of supervision on employee engagement. The results show that $t_{count} 2.364 > t_{table} 2.024$ and significant $0.011 < 0.05$, then H_a is accepted and H_0 is rejected, which states that supervision has a significant partial effect on employee engagement.
2. The influence of leadership on employee engagement. The results show that $t_{count} 2,303 > t_{table} 2,024$ and significant $0,011 < 0,05$, then H_a is accepted and H_0 is rejected, which states that leadership has a partial significant effect on employee engagement.
3. The effect of compensation on employee engagement. The results show that $t_{count} 2.837 > t_{table} 2.024$ and significant $0.007 < 0.05$, then H_a is accepted and H_0 is rejected, which states that compensation has a significant partial effect on employee engagement.

Table 11. Coefficient of Determination

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.870 ^a	.758	.739	2.90719

a. Predictors: (Constant), Compensation, Leadership, Supervision

b. Dependent Variable: Employee Engagement

Based on table 11, it can be seen that the Adjusted R Square number is 0.739 which can be called the coefficient of determination which in this case means 73.9% employee engagement can be obtained and explained by supervision, leadership, and compensation. While the remaining $100\% - 73.9\% = 26.1\%$ is explained by other factors or variables outside the model, such as training, work environment, motivation, organizational culture, and others.

V. DISCUSSION

The results of this study are in accordance with the research objective to find out whether supervision partially has a positive and significant effect on employee engagement at PT Prima Mas Indonesia has been carried out and at the same time has completed/answered the problems identified in points a, b and c, namely employees have not carried out their duties. based on the job description. Employees have not received an inspection of work results and employees have not been given solutions/corrective actions if something goes wrong. The results of this study are in accordance with the research objective to determine whether leadership partially has a positive and significant effect on employee engagement at PT Prima Mas Indonesia has been implemented and at the same time has resolved/answered the problems identified in points d, e and f, namely the leadership does not provide direction. to employees on the job. Leaders do not convey creative ideas or ideas at work and leaders do not provide direction in doing the work assigned.

The results of this study are in accordance with the research objectives to find out whether compensation partially has a positive and significant effect on employee engagement at PT Prima Mas Indonesia has been implemented and at the same time has resolved/answered the problems identified in points g, h and i, namely the company has not provided salaries. according to performance. The company has not provided a pension that is in accordance with performance. The company does not always increase overtime pay every year. The results of this study are in accordance with the research objectives to determine whether leadership, compensation, and supervision simultaneously have a positive and significant effect on employee engagement at PT Prima Mas Indonesia has been carried out and at the same time have resolved/answered the problems identified in points a, b, c, d, e, f, g, h, i, namely the employee has not carried out the duties based on the job description. Employees have not received an inspection of work results. Employees have not been given a solution/corrective action if something goes wrong. Leaders do not provide direction to employees in doing work. Leaders do not convey creative ideas or ideas at work. Leaders do not provide direction in doing the work assigned. The company has not provided salaries in accordance with performance. The company has not provided a pension that is in accordance with performance. The company does not always increase overtime pay every year.

VI. CONCLUSION

Based on the results of the research described above. So, it can be concluded that:

1. Supervision partially has a positive and significant effect on employee engagement at PT Prima Mas Indonesia, where $t_{\text{count}} 2.364 > t_{\text{table}} 2.024$ and significant $0.011 < 0.05$.
2. Leadership partially has a positive and significant effect on employee engagement at PT Prima Mas Indonesia, where $t_{\text{count}} 2,303 > t_{\text{table}} 2,024$ and significant $0,011 < 0,05$.
3. Compensation partially has a positive and significant effect on employee engagement at PT Prima Mas Indonesia, where $t_{\text{count}} 2.837 > t_{\text{table}} 2.024$ and significant $0.007 < 0.05$.
4. Supervision, leadership, and compensation simultaneously positively and significantly affect employee engagement at PT Prima Mas Indonesia, where $F_{\text{count}} 39.604 > F_{\text{table}} 2.85$ and significant $0.000 < 0.05$.

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