

# THE ROLE OF WORK ENVIRONMENT AND INCENTIVES ON EMPLOYEE PERFORMANCE AT DEE BABY SPA KEDIRI

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## ABSTRACT

The purpose of this research is to determine the influence of the work environment and incentives on worker performance at Dee Baby Spa Kediri. This research uses quantitative methods. All Dee Baby Spa Kediri employees (population) were sampled (saturated sample) with a total of 52 respondents. Data analysis uses multiple linear regression analysis. The research results show that the work environment (X1) and incentives (X2) together have a significant effect on the performance of Dee Baby Spa Kediri worker. However, separately, the work environment (X1) does not have a significant effect on employee performance. On other hand, incentives (X2) has a crucial influence on performance. The Adjusted R Square value of 0.785 shows it work environment (X1) and incentives (X2) can explain 78.5% of employee performance (Y).

## ARTICLE INFO

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## 1. Introduction

The success of a business in facing its competitors of course involves the involvement of human capital in a association. The development of human resources is driven by management in the fields of technology and science. Management of these resources is very necessary to reach company success, so that it can compete with its competitors. Companies are required to prepare all elements of human resources that are fully competent, plans that became with the facilities owned by company. If the human resources (HR) who manage it are less competent and professional, then it is certain that the facilities owned by the company cannot be treated optimally (Simamora, 2019). (Robbin 2019) defines performance as outcome obtained by worker in work according to certain abilities that to a job.

In essence, employee performance is the successful completion of tasks and achieving results that align with their job responsibilities. By enhancing employee performance, companies can ensure their workforce operates at a high level, contributing directly to achieving company goals. A crucial factor in achieving this optimal performance is the work environment. (Sunarsi, 2020) emphasized that a clean working environment can encourage employees to be more active and focused on completing their tasks according to schedule. A good work territory also improves execution, whereas if the work territory is inadequate it will reduce performance and ultimately reduce worker motivation. Everything surrounding employees at work, from the cleanliness of the building to their relationships with colleagues and bosses, affects how they perform their jobs (Meilina, Restin Nadya 2023).

High employee performance requires motivation, which comes from fulfilling their needs. These needs include competitive salaries, a pleasant work environment, recognition for their efforts, fair and intelligent leadership, and opportunities to earn incentives that match their career level. Incentives are especially important for boosting employee performance. (Larasati, 2019) Incentives are a type of employee benefit, typically awarded to high performers. The possibility of earning these rewards can significantly boost employee motivation and work enthusiasm. Offering incentives can increase employee enthusiasm, but only if those incentives are distributed fairly. In conclusion, a well-designed incentive program is a valuable tool companies can use to boost employee performance (Hanggraeni, 2019).

Meanwhile, investigation by (Kurniawan and Wijayanti 2021) with the name "Improving Employee Performance: The Role of Communication, Work Motivation, and Work Environment at Candisari Restaurant, Kebumen" resulted in the finding that communication, work action, work domain have positive effect on employee performance. Candisari Restaurant, Karanganyar, Kebumen. As an implication, organizational leaders can improve the implementation of communication, items that receive low scores if they want to improve employee performance.

Research related to work facilities (Jufrizen 2021) it name "The Influence of Work Facilities and Work Discipline on Performance Through Work Motivation of PT Perkebunan Nusantara III (Persero) Medan Employees" resulted in the finding that. Analize by (Anon 2023) name "The Role of the Work Environment and Incentives on Employee Performance at PT. Windu Raya with Job Satisfaction as an Intervening Variable" concluded is work domain influences employee performance and incentives influence employee performance satisfaction.

This problems that occur in the field are connected to the work domain which is not conducive, this is shown by the relationship between some employees which is still not close enough, the lighting in some rooms and also the room temperature is not enough, apart from that, employees also feel that supporting facilities are still lacking, such as Air Conditioning (AC). ), Lights in several rooms need to be added in order to improve lighting, not only regarding work facilities, but work environment conditions must also be considered, such as clean and comfortable work environment conditions, also the relationship between employees and superiors needs to be paid attention to, with good communication and family relationships so that employees too will feel comfortable while working. Based on the results of interviews with Dee Baby Spa Kediri employees, it is proven that the work environment at Dee Baby Spa Kediri is still inadequate and requires additional facilities so that employees feel comfortable doing their work. Apart from the work environment

and facilities, some employees also feel that the incentives given are different, this causes a decrease in employee satisfaction due to inappropriate incentives, then employee performance will also decrease, therefore association need to pay attention to the incentives given to employees with adequate incentives. can motivate employees at work.

Even though there are quite a lot of spa businesses in Kediri City, such as Mamina Baby Spa which is located on Jl. Dr. Sahardjo No. 88B, Campurejo, Kec. Mojoroto, Kediri City, Gayatri Baby, Kids, And Mom Spa which is located on Jl. Semeru No. 260, Tamanan, Kec. Mojoroto, Kediri City, and Naura Baby Spa which is located on Jl. Independence Pioneers No.72 B, Ngronggo, Kec. City, Kediri City. Some even provide home visits so that customers have more freedom when they want to do a spa. Dee Baby Spa must address this large number of competitors by improving employee performance so that problems that become obstacles can be resolved immediately. According to the background information above, the author is interested in researching the work domain, incentives, facilities on employee performance. Therefore, author raised the title: The Role of the Work Environment and Incentives on worker Performance at Dee Baby Spa Kediri. The purpose of this research understand how the work environment and incentives influence performance of Dee Baby Spa Kediri employees.

## 2. Literature Review

### 2.1. Employee Performance

Employee performance how well employees accomplish their tasks and contribute to achieving the corporate's goals, vision, and mission (Robbin 2019). According to this definition, that be concluded is employee is the result seen in terms of quantity and quality of carrying out the responsibilities of the tasks given by employees in a period of time by applying all applicable rules and paying attention to morals and ethics in achieving company goals. According to this, it can result that employee performance is a result that can be seen terms of quantity, quality of take out the control of the tasks assigned by employees within a period of time by complying with all applicable rules and paying attention to morals and ethics in achieving company goals. There are 3 employee performance criteria. (Nugraha 2022), namely:

- 1) Characteristics, is one of the criteria that focuses on the characteristics of each employee such as ability, loyalty and communication skills.
- 2) Behavior, one of the criteria that focuses more on how employees complete their work and the relationships that exist between other employees in coordinating with each other.
- 3) Results, this next criterion places greater emphasis on what has been produced, thereby further suppressing the level of productivity and competitiveness.

There are employee performance indicators (Nurlindasari 2019) that define measuring employee performance including:

- 1) Quality of Work, shows the employee's ability in the results of the tasks that have been carried out, whether they are in accordance with what was carried out, and whether the employee is thorough, neat and complete in carrying out each task.
- 2) Work Quantity, aimed at how long an employee works or how many goods/services can be produced in a certain period of time.

- 3) Implementation of Tasks, in carrying out this task, the extent to which an employee is able to persist in carrying out his work accurately and without errors when carrying out the work assigned to him.
- 4) Responsibility, here employees are able to persist in carrying out their work accurately and there are no errors when completing work in accordance with operational policies applicable in the company and are responsible for their work.

## 2.2. Work Environment

A work environment is the physical and resource setting where employees perform their daily tasks. It includes all the facilities and infrastructure necessary for them to complete their jobs effectively (Darmadi 2020). (Afandi 2019) defines the company designed the work environment to be a collaborative space with resources to help different teams work together and achieve the company's overall objectives as outlined in the vision and mission statements.. A work environment encompasses all the physical, social, and psychological conditions that surround employees. It includes the physical space, facilities, and resources needed to perform tasks, as well as the relationships between colleagues and interactions with superiors. All these elements can significantly influence how effectively employees carry out their duties and contribute to achieving the company's goals and mission(Meilina, Restin Nadya 2023).

A healthy work environment fosters a sense of safety, enjoyment, and employee commitment. This includes both physical and psychological aspects. Experts agree that a positive work environment significantly impacts employee performance. Clear communication and a supportive atmosphere lead to optimal results. Broadly speaking, there are two types that affect. Physical work environment such as coloring, cleanliness, air, lighting, security and noise. The physical work environment is all the conditions that exist around employees physically in the workplace area which can affect employees either directly or indirectly. Non-Physical Work Environment is a situation that occurs and is related to work relationships, both relationships with leaders, relationships and fellow colleagues and relationships with subordinates. Creating a good work environment. parse the sentence above(Nurlindasari 2019), namely:

### 1) Job Services

Offering strong employee service is crucial for any company. Effective employee service programs can boost employee performance, foster a sense of responsibility, and motivate them to contribute to the company's reputation through their work and productivity.

### 2) Working Conditions

Companies can create good working conditions in every organization within them, so that existing employees can enjoy the same thing, namely a sense of security and comfort at work. These working conditions include several parts, such as: through lighting through sufficient light, the employee gets the right air temperature, then space to move according to the employee's activities so that they do not experience difficulties when interacting, as well as safety at work. Parse the sentence above

### 3) Employee Relations

Positive relationships among employees are crucial for maintaining high productivity. Strong bonds can significantly boost employee motivation.

headquartered in Amsterdam, namely the Global Reporting Initiative. The GRI Standards are the latest standards published by GRI to make it easier for corporations to create sustainability reports. These standards were published in the fourth quarter of 2016. In 2017, many companies in Indonesia adapted and used GRI standards as sustainability reporting guidelines. GRI is an internationally recognized sustainability reporting standard that provides guidelines for companies to report on a company's economic, environmental, and social impacts.

The advantages of using GRI standards include

- a. Comprehensive Framework: GRI indicators are relevant to a wide range of industries, including mining.
- b. Comparability: Allows comparisons to be made between companies and sectors.
- c. Transparency: Promote transparency and accountability in sustainability reporting.

The sustainability report produced by the company will provide benefits for the company in the form of:

- a. Communicating Sustainability Performance: The company's commitment to responsible business practices to stakeholders, including investors, government, and society.
- b. Evaluating Risks and Opportunities: Reporting can identify environmental and social risks and opportunities for continuous improvement.
- c. Improving Reputation: Transparency in sustainability reporting can improve the reputation and public trust in a company.

The concept of corporate social responsibility has been known since the 1970s, known as stakeholder theory, which was introduced by the Stanford Research Institute in 1963 (Freeman 1984). Freeman (1984; 46) states that stakeholders are organizations, groups, or individuals who can be influenced and influence organizational goals. According to stakeholder theory, a company is not just an entity that operates for its interests and profit but also provides benefits to its stakeholders, consisting of shareholders, creditors, consumers, suppliers, the government, society, analysts, and other parties. Stakeholder theory is a theory that reveals that company sustainability cannot be separated from the roles of internal and external stakeholders (Lindawati et al., 2015).

This concept was not just born but went through various stages first. The echo of CSR began to be felt in the 1950s. CSR, which is now being implemented by many companies, has undergone evolution and metamorphosis over a long period. The book entitled *Social Responsibility of the Businessman* by Howard R. Bowen, written in 1953, is an early piece of literature that became a milestone in the modern history of CSR. Bowen is nicknamed the "Father of CSR" because of his work.

### **2.3. Incentive**

Incentives are rewards or benefits offered to employees who meet or exceed expectations. These rewards, often financial but not limited to salary, aim to motivate employees and contribute to achieving company goals (Handoko 2019). One way to maximize employee performance is by offering bonuses or incentives. These rewards, typically financial in nature, can significantly boost employee enthusiasm and act as a form of recognition for their contributions (Dialazta 2023). Experts agree that incentives serve as a motivational tool for employees. They function as a form of appreciation for exceeding expectations and contribute to achieving company goals (Hasibuan 2021) suggest that there are several incentive indicators as follows:

### 1) Financial incentives

It is an incentive used to employees the results of their work and is usually used of money in the form of bonuses, commissions, profit sharing and deferred compensation, as well as in the form of social safety in the form of providing official housing, overtime allowances. Incentives in the form of money and goods can be given in various forms, including:

- a. Bonuses, compensation is results of work that has been carried out. In companies that use an incentive system, usually several percent of profits that exceed a certain amount are put into a fund and then this amount is divided between the parties who will be given the bonus.
- b. Commission, this is a type of bonus paid to sales parties who produce good sales.
- c. Social , incentives provided defend are usually give collective, there is no competitive and each worker receive them on an average and automatically. Forms of social security are such as; provision of official housing, free medical treatment, the possibility of payment in installments by workers for goods purchased from cooperative organizations, sick leave, moving costs.

### 2) Non-financial incentives

Incentives can be given in various forms of giving certificates, giving verbal or written praise, officially or personally, giving formal or informal thanks, giving promotions in rank or position, giving the right to use position attributes and giving special equipment in the work space. Both forms of incentives are equally important and usually they are used to complement each other, depending on conditions and needs. It is clear that adequate incentives will encourage enthusiasm so that agencies and employees are more solid in building together towards the company's progress.

A well-defined hypothesis is a cornerstone of any research project. It serves as an initial educated guess that answers the research question. This provisional answer guides the research process and forms the foundation for interpreting the results (Yam and Taufik 2021).

- Hypothesis 1: The work environment influences employee work performance at Dee Baby Spa Kediri
- Hypothesis 2: Incentives influence employee performance at Dee Baby Spa Kediri.
- Hypothesis 3: The work domain and incentives influence employee performance at Dee Baby Spa Kediri.

## 3. Method, Data, and Analysis

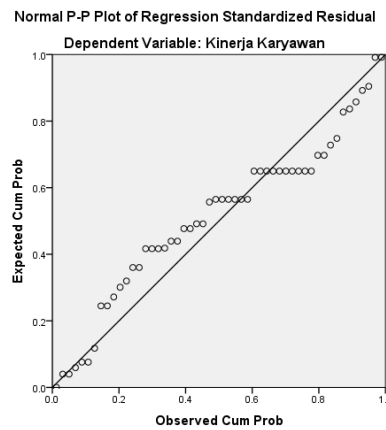
This uses quantitative research methods with multiple linear analysis to conclusion the role of the work environment and incentives on employee performance at Dee Baby Spa Kediri. The population in this study were 52 worker from Dee Baby Spa Kediri. (Sugiyono 2019) defines population as a generalized area consisting of objects or subjects that have certain quantities and characteristics that are determined by researchers to be studied and then draw conclusions. Because the population is quite limited, in this case all members of the sampling technique used was a saturated sample. Data collection uses a questionnaire in the form of a Google Form link. Next, the collected data was tabulated and processed using IBM SPSS Statistics 23. The results of

the data processing were then analyzed starting from classical assumption tests, regression analysis, coefficient of determination tests, and hypothesis tests.

#### 4. Result and Discussion

To ensure that the data obtained meets the regression model, a classical assumption test is carried out with the following results:

**Figure 1.** Normality Test



Source: Processed data, 2024

According to Figure 1 showing the picture spread around the diagonal line and following the diagonal direction, it can be conclusion that the residuals are normally.

**Table 1.** Multicollinearity Test Results

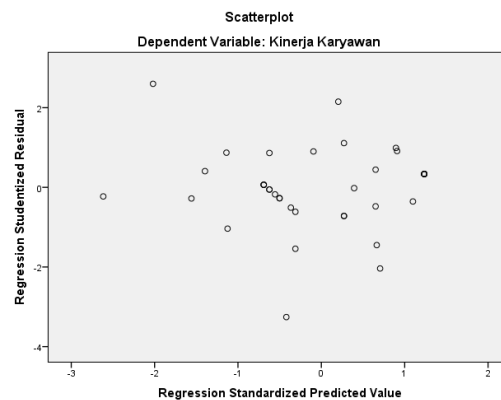
Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Work environment	.424	2.361
	Incentive	.424	2.361

a. Dependent Variable: Employee performance

Source: Processed data, 2024

According above, it seen the VIF value is less than 10, thus indicating that there is no relationship between the independent variables and the multicollinearity assumption can be fulfilled.

**Figure 2.** Heteroscedasticity Test



Source: Processed data, 2024

According to Figure 2, it is seen that the picture above is spread out above and below the number 0 on the Y axis, so it cannot be concluded that heteroscedasticity does not occur.

**Table 2.** Autocorrelation Test Results

Model Summary <sup>b</sup>	
Durbin-Model	Watson
1	1.984

a. Predictors: (Constant), Incentive, Work environment  
 b. Dependent Variable: Employee performance

Source: Processed data, 2024

According to above it shows that the results of the autocorrelation test in this learning can be fulfilled. This is because the Durbin Watson value of 1.984 is located between  $du$  and  $4-du$ . The  $du$  value ( $2.52$ ) =  $1.628$  and the  $4-du$  value =  $4-1.6000 = 2.372$ . Autocorrelation is fulfilled because the proceed Durbin Watson value of 1.984 is located between  $du$  and  $4-du$ .

**Table 3.** Results of Multiple Linear Analysis

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.496	2.614		.572	.570
	Work environment	.383	.151	.253	2.531	.015
	incentive	.655	.096	.684	6.850	.000

a. Dependent Variable: Employee performance

Source: Processed data, 2024

According to above, it shows that the regression equation obtained from the test is as follows:

$$Y = 1,496 + 0,383 X_1 + 0,655 X_2 \quad (1)$$

According to the table above, the constant value of 2.160 seen that if the work environment variables (X1), incentives (X2) have no influence at all, then Y has a significant value of 2.160. However, this will change if:

- a. Work environment  $\beta_1$

That work environment variable (X1) increases by 1 unit and the incentive variable (X2) remains the same, Y will be affected by 0,383.

- b. Incentive  $\beta_2$

That incentive variable (X2) increases by 1 unit and the work environment variable (X1) remains the same, Y will be affected by 0.655.

**Table 4.** Adjusted Results R<sup>2</sup>

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.891 <sup>a</sup>	.793	.785	2.074	1.984

a. Predictors: (Constant), incentive ,Work environment

b. Dependent Variable: Employee performance

Source: Processed data, 2024

The table above shows that the R Square is 0.785, indicating that the work environment (X1) and incentives (X2) can explain employee performance (Y) by 78.5%. So it can be interpreted that there are still other change that were not examined in this study, amounting to 21.5%.

**Table 5.** t Test Results

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.496	2.614		.572	.570
Work environment	.383	.151	.253	2.531	.015
incentive	.655	.096	.684	6.850	.000

a. Dependent Variable: Employee performance

Source: Processed data, 2024

According to the partial test or t test to determine the role of each work environment variable (X1), and incentives (X2) on employee performance (Y), it can be seen:

- a. The role of the work environment (X1) on employee performance (Y) at Dee Baby Spa Kediri.

According to the variable t value, namely X1 2.531. The tcount > ttable value (2.531 > 2.404) or the sig value. 0.015 > 0.05. H0 is rejected and H1 is rejected. It can be interpreted

that the work environment (X1) has no partial influence on worker performance (Y). This means that the performance of Dee Baby Spa employees is not too influenced by the work domain. Even though there are deficiencies in the work domain they are not too much of a problem for employee performance.

- b. The role of incentives (X2) on employee performance (Y) at Dee Baby Spa Kediri.

According to the variable t value, namely X2 6.850. The tcount value >ttable (6.850. > 2.40489) or the sig value. 0.000 < 0.05. H0 is rejected and H1 is accepted. It can be interpreted that X2 has a partial influence on Y. This indicates that the performance of Dee Baby Spa worker is influenced by incentives.

**Table 6.** F Test Results

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	809.000	2	404.500	94.039	.000 <sup>b</sup>
Residual	210.769	49	4.301		
Total	1019.769	51			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), incentive, Work environment

Source: Processed data, 2024

According to the results of the F Test table above, the work environment and incentives together play a role in employee performance (Y). The table shows that Fcount > Ftable (94.039 > 3.23) or sig value = 0.000 < 0.05. So H0 is rejected, H1 is accepted, there is an influence of X1 and X2 simultaneously on Y.

## 5. Conclusion and Suggestion

This testing role of the work domain and incentives on worker performance at Dee Baby Spa Kediri. From the results of data processing the following conclusions can be drawn:

- The work environment (X1) have no influence on employee performance (Y), with a value of tcount > ttable (2.531 > 2.404) or a sig value. 0.015 > 0.05.
- Incentives (X2) have an influence on employee performance (Y), with variable tcount, namely X2 6.850. The tcount value >ttable (6.850. > 2.40489) or the sig value. 0.000 < 0.05.
- It work environment (X1) incentives (X2) simultaneously play a role in employee performance (Y).

According to the existing conclusions, suggestions that can be given regarding is results of this research are that Dee Baby Spa Kediri is advised to continue to improve the service environment is work facilities and then provide incentives that are appropriate and fair in line with each employee's field of work. Then for employees, this testing can improve the performance of Dee Baby Spa Kediri employees. Then, future testing by increasing the number of variables that can influence employee performance and also expanding the research object. Because in this research it was found that there were other variables that influenced employee performance, this was used as material for conducting further research to get better results.

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