



# THE INFLUENCE OF POSITION PROMOTIONS AND TRAINING ON EMPLOYEE LOYALTY IN PT. SUMBER ALFARIA TRIJAYA TBK TEBING TINGGI BRANCH WITH JOB SATISFACTION AS A VARIABLE INTERVENING

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## Abstract

*This study aims to determine the effect of promotion and training on employee loyalty with job satisfaction as an intervention variable. This type of research is quantitative. This study uses data collection methods through questionnaires. The sample used in this study were 83 respondents using the non-probability sampling method. The test tools used in this study were the research instrument test, classical assumption test, hypothesis testing and path analysis using SPSS 25 software. The results showed that job promotion had a significant effect on job satisfaction. Training has a significant effect on job satisfaction. Promotion has a significant effect on employee loyalty. Training has a significant effect on employee loyalty. work goals have no significant effect on employee loyalty. work objectives are not able to mediate the relationship between job promotion and employee loyalty. work objectives are not able to mediate the relationship between training and employee loyalty.*

**Keywords:** *Promotion, Training, Job Satisfaction, Employee Loyalty.*

## 1. INTRODUCTION

The rapid development of business today requires companies to pay attention to existing production factors. One of the production factors in a company is human resources (HR). Human resources are an important factor in a company. In order for management activities to run well, the company must have employees who are knowledgeable and highly skilled and strive to manage the company as optimally as possible so that employee performance increases. According to Syamsuddinnor in (Christin & Suprastha, 2019) Human resources are one of the main capital in an organization, which can make an invaluable contribution to the strategy of achieving organizational goals. One example of the importance of the contribution of human resources in a company can be seen from the production process. Alfamart is a minimarket network that provides basic and daily necessities with a sales space of  $\pm 200$  m<sup>2</sup>. Alfamart is managed by PT. Sumber Alfaria Trijaya Tbk. Alfamart is a product from PT. Sumber Alfaria Trijaya Tbk. PT. Sumber Alfaria Trijaya Tbk is a legal entity that operates in the retail distribution of consumer products by operating a minimarket network, under the name "Alfamart".

The minimarket network consists of minimarkets with direct ownership and based on franchise agreements. PT. Sumber Alfaria Trijaya Tbk is a manufacturer that has minimarket products located throughout Indonesia. One of the successes of a company in achieving satisfactory goals is having a workforce that is qualified, committed and has high loyalty. If employees have loyalty to the company, it will reduce or reduce the level of job turnover, absenteeism and other forms of resignation to a minimum. An employee who has high loyalty to the company means having and forming a sense of security and a sense of fulfillment of needs and meaning of life as well as a positive self-image. According to Gary Dessler in (Nalle et al., 2021) stated that loyalty is the determination and ability to obey, implement and practice all organizational rules with full awareness, with full responsibility, with full determination, and manifested in daily behavior, in actions, and in carrying out tasks. It can be said that work loyalty is a form of loyalty and devotion of an employee to his work and organization. According to Voon et al. in (Sungkono & Dewi, 2017) that employees are the most important asset for an organization and

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organizations must have leaders who are able to lead and motivate employees to achieve organizational goals. Companies are required to continuously compete and develop themselves. Position Promotion according to Hasibuan in(Mandalika et al., 2018)is a transfer that increases an employee's authority and responsibility to a higher position in an organization so that their obligations, rights, status and income are greater. With a promotion, employees will definitely feel appreciated, cared for, needed and recognized for their work abilities by management in the organization so that they will produce high output and will increase loyalty to the organization where they work. Promotion is also to ensure employment stability which is realized for employees on the right basis and at the right time and with honest assessments. Job promotions in several companies are generally carried out based on employee work performance, where employees who have high work performance will be prioritized for promotion. Employees who receive promotions should be more loyal or faithful to the company. In fact, the importance of career development for employees must be optimal, not only based on seniority but also by participating in education and training so that work performance can be created for all elements in the company.(Sungkono & Dewi, 2017). Training is an environmental forum for each employee where they acquire or learn specific attitudes, abilities, skills, knowledge and behavior related to the work carried out in the company. Rachmawati in(Manullang & Noor, 2020).

**Table 1**

**Employee Pre-Survey Data**

No	Information	Yes	No
1	The company where I work carries out a fair promotion program by paying attention to the competence and performance of employees. (Position Promotion)	12	18
2	After attending the training, I am able to complete work more easily and quickly (Training)	18	12
3	The salary provided by the company is in line with my expectations. (Job satisfaction)	13	17

Source: Processed by Researchers, 2024

From the results of the pre-survey, 30 respondents were employees of PT. Source Alfaria Trijaya Tbk, the reasons that cause Employee Loyalty can be seen in the first statement (Position Promotion) showing that as many as 12 respondents said "Yes" the company carries out promotion programs fairly by paying attention to the competence and performance of employees which causes them to be loyal in doing their work. Meanwhile, 18 respondents said "No", which means the company does not carry out promotion programs fairly without paying attention to the competence and performance of employees. In the second statement (Training) shows that 18 respondents said "Yes" that after attending training, they were able to complete work more easily and quickly. This means that with training employees can



become loyal because they feel the benefits of training and there are 12 respondents who said "No" which means that after participating in the training, they did not feel the benefits of the training. In the third statement (Job Satisfaction), 13 respondents said "Yes" that the salary given by the company was in line with their expectations and 17 respondents said "No", which means that the salary given by the company did not match their expectations, causing them to be disloyal in doing their work. . Based on the results of a pre-survey conducted by researchers, it was found that there is a phenomenon of employee loyalty which is influenced by Position Promotion, Training and Job Satisfaction.

## 2. LITERATURE REVIEW

### A. Employee Loyalty

Gary Dessler in(Nalle et al., 2021)stated that loyalty is the determination and ability to obey, implement and practice all organizational rules with full awareness, with full responsibility, with full determination, and manifested in daily behavior, in actions, and in carrying out tasks. A company or business organization definitely wants a loyal attitude from every employee. According to(Taryaman, 2016)Employee loyalty is a measure for employees to dedicate themselves to the organization to achieve predetermined goals. Meanwhile, according to Flippo in(Rohimah, 2018)Loyalty is the determination and ability to obey, carry out and practice something that is obeyed with full awareness and responsibility.

### B. Job satisfaction

Job satisfaction is an individual's general attitude towards his job, someone with a high level of job satisfaction shows a positive attitude towards the job, someone who is dissatisfied with his job shows a negative attitude towards the job, Robbins and Judge in(Indrasari, 2017). According to Triatna in(Rohimah, 2018)Job satisfaction is a person's emotional state towards his work, whether he likes the job or not. Job satisfaction can foster a positive work spirit and motivate employees to take part in providing the best for the company, as well as encouraging employees to maintain and even develop their careers at the company. So that when employee job satisfaction is achieved, a sense of loyalty will arise in the employee.

### C. Promotion

Position Promotion according to Hasibuan in(Mandalika et al., 2018)is a transfer that increases an employee's authority and responsibility to a higher position in an organization so that their obligations, rights, status and income are greater. According to Werther and Davis in(Prabowo, 2020)says that a promotion occurs when an employee is given a higher position than the previous one accompanied by high rewards and full responsibility for what they do.

### D. Training

According to Mathis and Jackson in(Alyani & Djastuti, 2017)Training is a process in which people achieve certain abilities to help achieve organizational goals. According to Wirawan in(Nalle et al., 2021)Training is human resource development designed to develop knowledge, skills, competencies, attitudes and behavior of employees in order to develop the performance of employees in order to carry out the work they are carrying out.

## 3. RESEARCH METHODS

This research method is quantitative, namely a research method which can be interpreted as a research method based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, quantitative data analysis with the aim of testing predetermined hypotheses.(Sugiyono, 2017). The population in this study were employees of PT. Sumber Alfaria Trijaya Tbk, all Tebing Tinggi branches, totaling 83 people, were sampled using a saturated sampling technique. According to(Sugiyono, 2017)Saturated sampling technique is a sample determination technique when all members of the population are used as samples. Because the population

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is relatively small. So the sample used in this research was 83 people. The data used in this research uses two data sources, namely primary data and secondary data

**4. RESULTS AND DISCUSSION**

**4.1 RESULTS**

Data analysis using path analysis testing in order to prove that whether a variable is capable of becoming an Employee Loyalty Variable (Y) which mediates the relationship between the independent variable and the dependent variable, then the direct and indirect influence between the independent variable and the dependent variable will be calculated. If the indirect influence of the independent variable on the dependent variable through the intervening variable is greater than the direct influence of the independent variable on the dependent variable, then this variable can become an Employee Loyalty Variable (Y) which mediates between the independent variable and the dependent variable.(Ghozali, 2016). To carry out direct and indirect calculations, this is done from the standardized regression coefficient values of equations I and II as follows:

**Table 2**  
**Value of Standardized Coefficients Equation I**

Model		Coefficientsa		Standardized Coefficients Beta
		Unstandardized Coefficients B	Std. Error	
1	(Constant)	20,196	2,797	
	Position Promotion	,371	,182	,232
	Training	,521	,153	,389

a. Dependent Variable: Job Satisfaction

Source: Data processed from attachment 4 (2024)

**Table 3**  
**Value of Standardized Coefficients Equation II**

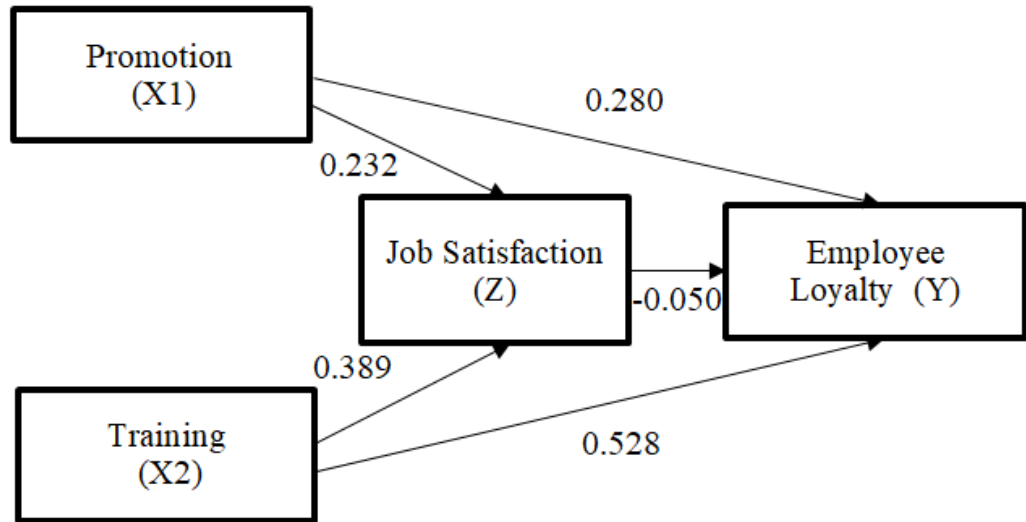
Model		Coefficientsa		Standardized Coefficients Beta
		Unstandardized Coefficients B	Std. Error	
1	(Constant)	4,011	1,940	
	Position Promotion	,279	,101	,280
	Training	,441	,088	,528
	Job satisfaction	-.031	,060	-.050

a. Dependent Variable: Employee Loyalty

Source: Data processed from attachment 4 (2024)

Next, the standardized coefficients beta value will be entered into the path analysis image as follows:





Source: Processed by Researchers, 2024

**Figure 1. Path analysis**

- In Figure 1, the path analysis shows the direct influence of the Position Promotion Variable (X1) on the Employee Loyalty Variable (Y) of 0.280. Meanwhile, the indirect effect through the Job Satisfaction Variable (Z) is  $0.232 \times (-0.050) = -0.011$ . From the calculation results obtained, it shows that the indirect influence through the Job Satisfaction Variable (Z) is smaller than the direct influence on the Employee Loyalty Variable (Y), it can be concluded that the sixth hypothesis is rejected, meaning that the Job Satisfaction variable (Z) cannot mediate between the variables. Position Promotion (X1) on Employee Loyalty (Y).
- In Figure 1, the path analysis shows the direct influence of the Training Variable (X2) on the Employee Loyalty Variable (Y) of 0.528. Meanwhile, the indirect effect through the Job Satisfaction Variable (Z) is  $0.389 \times (-0.050) = -0.019$ . From the calculation results obtained, it shows that the indirect influence through the Job Satisfaction Variable (Z) is smaller than the direct influence on the Employee Loyalty Variable (Y), it can be concluded that the seventh hypothesis is rejected, meaning that the Job Satisfaction variable (Z) cannot mediate between the variables. Position Promotion (X2) on Employee Loyalty (Y). These results can be seen in table 4 below:

**Table 4**  
**Direct and Indirect Relationships**

No	Variable	Direct	Indirect	Total	Criteria	Conclusion
1	X1-Z-Y	0.280	$0.232 \times (-0.050) = -0.011$	$0.280 + (-0.011) = 0.269$	DE>IE	Hypothesis Rejected
2	X2-Z-Y	0.528	$0.389 \times (-0.050) = -0.019$	$0.528 + (-0.019) = 0.509$	DE>IE	Hypothesis Rejected

Source: Data processed from attachment 4 (2024)

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**5. DISCUSSION**

**5.1 Influence Position Promotion (X1) to Job Satisfaction (Z)**

Based on the results of the analysis of hypothesis 1, it can be seen that the Job Promotion variable (X1) has an effect on the Job Satisfaction variable (Z). This is proven from the result  $t_{count} (2,039) > t_{table} (1,989)$ , likewise the significance value is  $0.045 < 0.05$  so it can be interpreted that Position Promotion (X1) influences Job Satisfaction (Z). The results of this research are in line with research conducted by (Nurcahyani, 2017) states that Job promotion has a positive and significant effect on job satisfaction. And the research results are in accordance with the theory put forward by Werther and Davis in (Prabowo, 2020) which states that a promotion occurs when an employee is given a higher position than the previous one accompanied by high rewards and full responsibility for what is done. The better an employee's promotion, the employee's job satisfaction will also increase.

**5.2 Influence Training (X2) to Job Satisfaction (Z)**

Based on the results of the analysis of hypothesis 2, it can be seen that the Training variable (X2) has an effect on the Job Satisfaction variable (Z). This is proven from the result  $t_{count} (3,412) > t_{table} (1,989)$ , and the significance value is  $0.001 < 0.05$  so it can be interpreted that Training (X2) influences Job Satisfaction (Z). The results of this research are in line with research conducted by (Setyaningrum, 2018) states that training has a positive and significant effect on job satisfaction. And the research results are in accordance with the theory put forward by Rachmawati in (Manullang & Noor, 2020) that training is an environmental forum for every employee where they acquire or learn specific attitudes, abilities, skills, knowledge and behavior related to the work carried out in the company. . The better the training the company provides to employees, the employee job satisfaction will also increase.

**5.3 Influence Position Promotion (X1) to Employee Loyalty (Y)**

Based on the results of the analysis of hypothesis 3, it can be seen that the position promotion variable (X1) has an effect on the employee loyalty variable (Y). This is proven by the results of  $t_{count} (2,769) > t_{table} (1,989)$ , as well as the significance value of  $0.007 < 0.05$  so it can be interpreted that Position Promotion (X1) has an effect on Employee Loyalty (Y). The results of this research are in line with research conducted by (Michael, Goh, & Margery, 2021) which states that job promotions have a positive and significant effect on employee loyalty. And the research results are in accordance with the theory put forward (Mandalika et al., 2018) that position promotion is a transfer that increases an employee's authority and responsibility to a higher position in an organization so that their obligations, rights, status and income are greater. With a promotion, employees will definitely feel appreciated, cared for, needed and recognized for their work abilities by management in the organization so that they will produce high output and will increase their loyalty. It can be seen that the better the promotion the company gives to employees, the more employee loyalty will increase.

**5.4 Influence Training (X2) to Employee Loyalty (Y)**

Based on the results of the analysis of hypothesis 4, it can be seen that the training variable (X2) influences the employee loyalty variable (Y). This is evident from the results of  $t_{count} (5,001) > t_{table} (1,989)$ , and the significance value is  $0.000 < 0.05$  so it can be interpreted that Training (X2) has an effect on Employee Loyalty (Y). The results of this research are in line with research conducted by (Nalle et al., 2021) which states that training has a positive and significant effect on employee loyalty. And the research results are in accordance with the theory put forward by Wirawan in (Nalle et al., 2021) Training is human resource development designed to develop employee knowledge, skills, competencies, attitudes and behavior in order to develop employee performance in carrying out the work they are carrying out.



Companies that provide more frequent training to employees will make employees more loyal in the future.

### **5.5 The Effect of Job Satisfaction (Z) on Employee Loyalty (Y)**

Based on the results of the analysis of hypothesis 5, it can be seen that the job satisfaction variable (Z) has no effect on the employee loyalty variable (Y). This is evident from the results of  $t_{count} (-0.518) > t_{table} (-1.989)$ , and the significance value is  $0.606 > 0.05$  so it can be interpreted that Job Satisfaction (Z) has no effect on Employee Loyalty (Y). The results of this research are not in line with research conducted by (Alyani & Djastuti, 2017) which states that job satisfaction has a positive and significant effect on employee loyalty. And the research results are in accordance with the theory put forward by Triatna in (Rohimah, 2018) that job satisfaction is a person's emotional state towards their work, whether they like the job or not. Job satisfaction can foster a positive work spirit and motivate employees to take part in providing the best for the company, as well as encouraging employees to maintain and even develop their careers at the company. So that when employee job satisfaction is achieved, a sense of loyalty will arise in the employee. The job satisfaction felt by employees due to promotions and training will make employees more loyal in the future.

### **5.6 Influence Position Promotion (X1) on Employee Loyalty (Y) through Job Satisfaction (Z) as an intervening variable.**

Based on the results of the analysis of hypothesis 6, it shows that the direct influence of the Position Promotion variable (X1) on the Employee Loyalty variable (Y) is 0.280. Meanwhile, the indirect effect through the Job Satisfaction (Z) variable is  $0.232 \times (-0.050) = -0.011$ . The calculation results obtained show that the direct influence of Job Satisfaction (X1) on Employee Loyalty (Y) is greater than the indirect influence through the Job Satisfaction variable (Z). The results of this research indicate that the job satisfaction variable (Z) does not have criteria as an intervening variable, or does not mediate the effect of job promotion (X1) on employee loyalty (Y). The results of this research are not in line with research conducted by (Nurchayani, 2017) which states that job promotions have a positive and significant effect on employee loyalty through job satisfaction as an intervening variable. This is because many employees still feel that promotions from the company are not transparent enough and in line with employee expectations, resulting in a decrease in job satisfaction for company employees. According to (Ulfiiza & Bahri, 2022) job satisfaction is a factor that is considered important, because it can influence the running of the organization as a whole. Feelings of satisfaction at work can have a positive impact on behavior, such as discipline, work enthusiasm and loyalty.

### **5.7 Influence Training (X2) on Employee Loyalty (Y) through Job Satisfaction (Z) as an intervening variable.**

Based on the results of the analysis of hypothesis 7, it shows that the direct influence of the Training variable (X2) on the Employee Loyalty variable (Y) is 0.528. Meanwhile, the indirect effect through the Job Satisfaction (Z) variable is  $0.389 \times (-0.050) = -0.019$ . The calculation results obtained show that the direct influence of Training (X2) on Employee Loyalty (Y) is greater than the indirect influence through the Job Satisfaction variable (Z). The results of this research indicate that the job satisfaction variable (Z) does not have criteria as an intervening variable, or does not mediate the effect of job promotion (X1) on employee loyalty (Y). The results of this research are not in line with research conducted by (Alyani & Djastuti, 2017) which states that training has a positive and significant effect on employee loyalty through job satisfaction as an intervening variable. And the research results are in accordance with the theory put forward (Alyani, 2017) that training will have a positive impact on employee abilities and skills, so that they are able to guide employees towards a higher career path. Thus, to get to a higher career level, greater work experience is needed, so that employees will be more loyal to get this opportunity. If training can positively influence a person's job satisfaction, it will have a positive

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impact on employee loyalty to the company.

**6. CONCLUSION**

1. The results of this study indicate that hypothesis 1 is accepted, meaning that there is a significant influence between Position Promotion (X1) against Job satisfaction (Z) on PT. Source Alfaria Trijaya Tbk High Cliff Branch.
2. The results of this study indicate that hypothesis 2 is accepted, meaning that there is a significant influence between Training (X2) against Job satisfaction (Z) on PT. Source Alfaria Trijaya Tbk High Cliff Branch.
3. The results of this research indicate that hypothesis 3 is accepted, meaning that there is a significant influence between Position Promotion (X1) against Employee Loyalty (Y) on PT. Source Alfaria Trijaya Tbk High Cliff Branch.
4. The results of this study indicate that hypothesis 4 is accepted, meaning that there is a significant influence between Training (X2) to Employee Loyalty (Y) on PT. Source Alfaria Trijaya Tbk High Cliff Branch.
5. The results of this research indicate that hypothesis 5 is rejected, meaning that there is no significant influence between Job Satisfaction (Z) on Employee Loyalty (Y) on PT. Source Alfaria Trijaya Tbk High Cliff Branch.
6. The results of this study indicate that hypothesis 6 is rejected, meaning that there is no significant influence between Position Promotion (X1) on Employee Loyalty (Y) through Job Satisfaction (Z) as an intervening variable PT. Source Alfaria Trijaya Tbk High Cliff Branch.
7. The results of this study indicate that hypothesis 7 is rejected, meaning that there is no significant influence between Training (X2) on Employee Loyalty (Y) through Job Satisfaction (Z) as an intervening variable PT. Source Alfaria Trijaya Tbk High Cliff Branch.

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