

## ***The Impacts of Organizational Change on the Culture of Two Health Polytechnics within the Current Higher Education Context in Indonesia***

**Nang Randu Utama**

Health Polytechnic of Palangka Raya

Jalan George Obos No. 30-32 Palangka Raya-Central Kalimantan-Indonesia

Email: [naratama\\_nru@yahoo.com](mailto:naratama_nru@yahoo.com)

### **ABSTRACT**

An organization will always be associated with change and to be the central point within organizational life. The organizational changes occur at the level of the organization and involves aspects of an individual. This study intends to reveal more about the organizational changes that occur at higher education institutions of health. The research focus was on changes in culture. The qualitative method was used with multi-sites study design. In collecting data, in-depth interviews, observation and documentation studies were applied. Checking the credibility of data was done by using triangulation, member checking, an extension of time of observation. Data were collected through three techniques that were organized, interpreted, and analyzed repeatedly, either through analysis of the site (individual site analysis) as well as cross-site analysis to formulate abstract concepts and research findings. The result was that cultural change created new habits and organizational identity but still considering the previous characteristics. Organizational change always collide with the old mindset belongs to individual that trigger different concepts and understanding of the implementation of an activity within the organization. The solution was the effort through joint activities carried out on the basis of mutual trust, transparency, mutual respect, and commitment as a solid teamwork.

**Keywords:** change, organizational culture, health polytechnic

### **INTRODUCTION**

Humans as social beings have always tried to meet the needs of individuals and groups to cooperate in a certain place called an organization. Within the organization all the members of the organization are expected to interact with each other in creating a good cooperation so that organizational goals can be achieved. The life of an organization is closely related to organizational demands and needs of its members. Therefore, an organization will not be able to achieve the goals and meet the needs of the organization and its members if the organization is run without management or good management.

According to Syafaruddin (2008) says that the organization is a system and the system is a series of elements that are interrelated united by design to achieve some goal. As with any organization can be seen as a social system because the organization depends on a reciprocal relationship between the number of people. In this case the Hatch (1997) (in Kusdi, 2009: 5) explains that the organization can indeed be defined in various ways and can be seen as a social structure, technology, culture, physical structure, or portion (sub-systems) from the environment. But the decisive element in an organization is a purpose, people and plan. While Kreitner & Kinicki

(2001) quoted by Wibowo (2008) also added that an organization contains four characteristics, namely: (1) the coordination of effort; (2) have a common goal; (3) there is division of labor; and (4) the power hierarchy.

An organization should be always associated with change. Organizational change is a change in the organization such as adding a new person, modify a program or organizational changes that include a change in the mission, the composition of the operation, new technology, and collaboration. In particular the organization must make changes within the organization itself to improve organizational performance. Syafaruddin (2008) explains that the changes are axiomatic for the life of the organization. An organization that stops responding effectively will lose balance and stability of the state will stagnate. The same holds true for educational institutions.

Changes in the organization vary from one to the other depending on their characteristics (size, technology, structural dimensions, the life cycle, organizational design, and others). In other words, changes in the organization can take place in different ways. But in terms of the change can be divided into two kinds of changes: changes planned (planned change) and changes are not planned (unplanned change). According to Robbins (1990) explains that understanding of the changes planned are various proactive efforts to change and deliberately carried organizations (proactive and purposeful change). Said to be proactive because the managers of the organization conducted a planned change in order to anticipate the challenges that will be faced by the organization in the future.

According to Robbins (1991) (in Winardi, 2009: 233) explained that the purpose of the planned changes is to improve the existing organization, to adapt to the changes that occur in the environment; and to change the behavior of employees. In this case it was obvious that the success or failure of any organized basically depends also on the things that are done by the employees, or fails to do so, the planned changes are also associated with efforts to change the behavior of individuals and groups within the organization something. It is also described by King and Anderson (1995) (in Syafaruddin, 2008) mentions that in management, changes must be planned, particularly changes to the ways of dealing with environmental organizations and certain parts of the organization dealing with others. Further Winardi (2009) described that examples of planned changes for example: the introductory of work teams; centralized decision-making; new organizational cultures.

Organizational change because it must change, which is triggered by internal and external factors. This is consistent with the notion of system theory underlying the modern perspective that a system tends to maintain the equilibrium. That is, a system (including in this case the organization), with no encouragement factor-specific internal and external factors, undoubtedly choose not change and more likely to survive in its original state (Kusdi, 2009). This means that the organizational change is one of the central points of the many things concerning the life processes of an organization. Changes that occur in an organization is a process of adaptation to the environment so that these organizations can survive even more able to improve and develop the potential that exists within the organization itself.

Each organization will change with the purpose and intent are different. But the changes are basically related to the demands of the factors that must be carried out on the organization and aims to achieve success. According to Hervey and Brown (1992) (in Syafaruddin, 2008) explained that the change is the name of the game in today's management. Markets, products, and competition atmosphere continues to change rapidly. As the environment changes, all organizations must adapt if you want to succeed.

In connection with the organizational changes that occur as a result of merging organizations, Sobirin (2009) mentions the parable of the merger as a marriage in which to

understand the nature of the character of each party before the marriage conducted a wise action in view of marriage is not just a meeting of two people in the aisle instead meeting of two properties, the character, the customs and cultures are different. Therefore, both parties need to make changes and the harmonization of nature, customs and culture so that the marriage can be long and achieve goals.

The aspect related to organizational change is how human behavior that is played by every individual who interacts with other individuals within a group or organization that can change its behavior, in carrying out the common purpose. Further explained that the current organizational changes not only partial or limited to a specific organizational unit or department or work group in the lower tiers. Lately, the changing demands thorough increasingly important and urgent, at all levels of the organization. In organizational change is also associated with the pattern of the distribution of powers as part of the most effective approach for organizational change (Chatab, 2009).

Further Chatab (2009) explains that organizational culture is very influential in shaping and giving meaning to the members of the organization to behave and act, which is passed down from one generation to the next as the character of the organization. It is necessary for the identification and interpretation of the strength and type of the dominant culture, the culture clash and direction changes, as well as the focus of follow-up in order to increase the effectiveness of the organization and its performance.

Based on the description of the organizational changes mentioned above, this study examined the matters related to the changes that occur in educational organizations of the Ministry of Health of the Republic of Indonesia, where there have been significant and fundamental changes to the organization and the management system. The existence of health education organization is one of the demands in the development of the health sector to meet the needs of health development programs nationally and locally. One of the factors supporting the achievement of this goal is the availability of the number and quality of professional health workers within this institution. Therefore, the existence of health education institutions play an important role in the health sector development efforts in Indonesia.

The occurrence of education reform in Indonesia has had a huge impact in various aspects of education in all levels of education, including the development of the institution itself. This is also reflected in the higher education institutions of health personnel in the Ministry of Health of the Republic of Indonesia. Institutions of higher education of health workers is one form of higher education institution which aims to produce professional health workers who have the ability to work independently, able to develop themselves and ethical, in the appropriate amount and type of health care needs.

In Indonesia there are a lot of health education institutions that specifically produce health personnel in various types of expertise in the field of health professions. In this case the health personnel of higher education institutions that are the focus in this discussion is the Higher Education Institutions Health Workers are directly under the Ministry of Health of the Republic of Indonesia. This is true since the Government through Presidential Decree No. 47/2009 dated 03 November 2009 on the Establishment and Organization of State Ministries, changing all forms of Department, Office of the Minister of State and the Office of the Coordinating Minister into the Ministry of State. In this context the organizational changes that occur in educational institutions include: change of organizational name, change of organizational form, changes of the organizational structure and change of organizational management. Each polytechnic institution is headed by a Director.

Based on data from information obtained through the website of the Ministry of Health, there are totally 38 institutions of health polytechnic belong to the Ministry of Health conducting the program of Diploma 3 and Diploma 4 in a various field of health sector. Based on preliminary studies that have been conducted at two institutions of higher education of health, there were found indicators referred to the concept of organizational change. Then the researcher choosed the Health Polytechnic of Surabaya and the Health Polytechnic of Malang as the locations for the research. Every organization was a large institution that was as a result of the formation of new institutions into health polytechnic from several medical colleges spread across several different areas within the scope of cities and regencies.

Health Polytechnic of Surabaya, which is abbreviated as *Poltekkes Kemenkes Surabaya* stated as the first site is an amalgamation of several institutions of higher education of health personnel institutionalized as polytechnic health as one of the anticipation of the best at the time to be effective and efficient in its management so that developed into Health Polytechnic of Surabaya including the thirteen health academies in East Java. The next is Health Polytechnic of Malang which is abbreviated as *Poltekkes Kemenkes Malang*. It is stated to be the second site in this study. This new institution is the result of a merger of seven health academies. Based on the result of the preliminary study on *Poltekkes Kemenkes Malang* and *Poltekkes Kemenkes Surabaya*, researcher was trying to explore things that could be a study of the problem that was important and interesting. It was done by conducting a direct interview on the topic of changes in the organization to some managers those were being choosen as the informants who really knew and understood this issue.

Organizational changes that occur in these institutions has taken place for about twelve years since the reformation into health polytechnic. Researcher was interested to explore phenomena that was not only limited to changes that appear to be formal, but researcher also wanted to try to uncover further and deeper on what has been experienced, lived and felt by members of the organization over the years. Members of the organization which later became informants in this study were those persons who have known well and were experiencing the organizational change process. It was considered so as to provide actual responses about what and how they respond to the meaning of organizational changes, the impact of organizational change, organizational change issues, and coping strategies in organizational change.

Related to the purpose of the study, the researcher wanted to get a situation of how the perception of the organization's members to the same context of the organizational change based on management perspective. Researcher put the context on the management perspective because it was intended to get better understanding and explore the meaning of the focus of research among managers within the organization. Those people were basically part of the members of the organization itself. With a research emphasis on the management perspective, the results of this study was only as a small portrait which was expected to provide an overview of experience and knowledge related to the organizational changes that occurred within the wider scope of the Higher Education Institutions of Health Personnel in the Ministry of Health of the Republic of Indonesia.

## METHOD

This study used a qualitative approach and it was conducted at the Health Polytechnic of Surabaya and the Health Polytechnic of Malang. The technique of collecting data was using interviews, observation and documentation study. Researcher observed and directly was involved so that it could be expected to see, to know and to feel as what the informan had related their experiences. In other words, the study was conducted in order to gain appreciation and direct engagement in which researcher act as a key instrument. Therefore, the researcher must be able to adapt and do a proper and good interaction with the subject of research as a source of information.

The determination of the source data as the key informants conducted by a purposive way, then in obtaining in-depth data was also selected and captured other informants with the snowball technique (snowball sampling). The informants in this study were the key persons as managers of an organization such as the director, the vice-director, department chairman, and the head of the study program as well as the managers on supporting unit level. Data were collected through three techniques that were organized, interpreted, and analyzed repeatedly through interactive analysis to formulate concepts and abstractions of research findings. Checking the credibility of the data was done by using triangulation, member checking, and extension of the observation time.

## **RESULT**

There are several findings about cultural change on this study as described below:

1) The occurrence of organizational change has created new habits of organizational life embodied in a common vision, mission and goals of the organization, similar attributes of the organization, as well as the implementation of the activities carried out jointly as the new admissions, the flag ceremony, graduation and activities together more done on the basis of a sense of unity and oneness of all organizational elements that exist in the organization. While on the second site also mentions the same thing that the organizational changes had an impact on the creation of a new culture in the organization's identity and habits form the new organization that aims to foster a sense of unity and togetherness in organizational life by taking into account traits that exist.

2) The process of organizational change always collide with obstacles in the form of the concept of old patterns of thought that are still owned by individuals so that it becomes a tough task faced by the manager of the organization. While on the second site also looked the same, namely the old mindset which is still owned by individuals can trigger different concepts and understanding of the implementation of an activity within the organization.

3) Through the various activities of the organization which carried out together can foster a sense of community and the perception of all individuals in the organization. While on second site also mentions the same thing that obstacles the old mindset can be overcome through efforts to build unity and the perception through joint activities that can bring together and engage all stakeholders in the organization on the basis of mutual trust, transparency and commitment and mutual respect as a solid teamwork.

## **DISCUSSION**

This chapter described the discussion on research findings from both sites by analyzing empirical research and theoretical. This discussion is based on a theme resulting from the overall focus of the research that are changes in the culture of higher education institutions of health personnel

In the context of organizational change every member of the organization must be able to understand the multi-role and multi-function respectively. Danim (2010) explains that empowerment is a prerequisite for changes in work culture, including changes in performance and behavior of practical institution. The cultural change is concerned with the management culture, the role of culture, and the culture of individual tasks. With the perception that every individual can work independently professions such as nurses, midwives, and so on. Danim further explained that conceptually empowerment offers advantages for organizations and individuals. Advantages encompasses several dimensions: First, the opportunity to improve their skills and expertise for the



improvement of quality of service; Second, new market skills; Third, to improve motivation, a sense of achievement, and the expansion of the task significantly; Fourth, to improve the work ethic that has a positive impact on productivity; Fifth, to reduce work stress among staff.

The findings of this study describe the organizational changes in the formation of a new culture and the identity of the organization as new habits that can foster the feel of unity of all elements of an organization that exist within the organization while maintaining an existing characteristic. Organizational change resulted in a change of mindset of individuals where within a couple of years ago to unify the vision, mission and strategic plan for all levels.

The growth of cultural activities together is also manifested in the form of ceremonies, graduations, workshops, meetings or other activities such as adhesive capacity building activities. Organizational change is also accompanied by changes in the behavior of members of the organization. Related to the mindset, they always come back to the old pattern when it was difficult to adjust the new organization so that the necessary capacity building to look they can receive. This is supported by Aswandi (2001), which explains that in the process of formation of a new organization with the consequence that there will be a lot of fusion in a variety of existing systems including the cultural elements, both cultural organizations and cultures that exist in every individual. Hasri (2002) also explains that the culture of the organization operationally as a shared philosophy, ideology, values, beliefs (beliefs), assumptions and norms that are rarely written and discussed, but it was learned through life organization and become part of organizational life.

This statement is in line with the explanation that the purpose of the planned changes on the one hand is to improve the organization's ability to adapt the changing environment and on the other hand it seek changes in employee behavior (Robbins, 2002). Later confirmed that the change of behavior in organizations requires organizational learning is done through education, experience and individual activities

Associated with the activities of other organizations also show together where the presence of one door can be arranged for agreements relating to uniform both students and employees, ceremony, graduation can be made equal to that used to separate itself (based on data documentation on attachment). Organization has a vision, mission, values, motto, Mars, hymn that must be understood by all to establish togetherness and unity. This is supported by other opinions about the culture of the organization stating that organizational culture refers to a system of meaning jointly held by members of the organization in the form of values, traditions, beliefs (belief), norms and ways of thinking uniquely distinguishes the organization from other organizations (Robbins, 2002).

While the other related things is discipline so that the culture of discipline is reinforced since the change in attendance systems by using modern means of recording attendance (based on data documentation in the appendix). On the positive side becomes one big family and there is no agency that has the exclusivity of their own to unite so that little can be covered with large, less popular would also be lifted by the other majors are popular. By joining together can unite all elements of power there and in the end one can get to know each other and each department has its advantages and disadvantages. After becoming polytechnics, the culture is no longer the cultural department or study program that is under-united or put forward, but the culture of health polytechnic.

This statement is in line with Schein (1985) (in Hasri, 2002) gives a definition that organizational culture is a pattern of basic assumptions that have been found of a group, defined, and developed through a process of learning to deal with the issue of adjustment (adaptation) and the integration of external *kelompok* group internal and assuming it has worked pretty well so it

could be considered valid, therefore taught to new members as a way to instill understanding, thoughts and feelings related to organizational issues.

This is supported also by the statement in Sobirin Cartwright & Cooper (2009), which identifies the psychological dimensions that need to be understood in merger activity is the difference in behavior and organizational culture is thus not considered as a factor intruder. Even if there is a disturbance of culture as a factor to be managed and integrated into the new organization so as to create a new culture that is best for all parties.

Organizational changes occur, as can be seen in health polytechnic had an impact on learning and budget planning. Labor system was no longer lead to routines, but more dynamic and flexible so that development can be carried out as required for example in the development of human resources and curriculum, the implementation of the affairs of the institution carried out through one door and centralized including matters of personnel, finance and general administration (*ADUM*) and Administration Academic and Student Affairs (*ADAK*). Organizational change can occur in all kinds of services that exist within the organization, such as the demand that performed an integrated management or integrated services, such as integrated services at the library and on the integrated management of existing laboratories. As it can be seen that all the affairs of the principal organizations have concentrated on the directorate through parts related affairs. So that changes the working system has become a habit that is done together and a new thing that is expected to support the implementation of the activities of the organization to be better.

Furthermore, based on the findings of this study, the perceived problem also is the old mindset which is still owned by individuals can trigger different concepts and understanding of the implementation of an activity within the organization. Based on this it can be understood that the times of each party still bring rules into old habits. As mentioned historical fact that each health polytechnic institution is an amalgamation of several college health into health polytechnic. In the process of interaction and adaptation experienced by members of the organization in it allows still the problem the old mindset that arise and lead to different perceptions.

In this case the occurrence of miscommunication does only occur in units of fields and certain things alone, for example in the context of these findings stating that a habit which usually occurs earlier and is applicable to this section turned out to not be able to carry on the new scope so that it becomes a problem when the other rules that require that they could no longer perform the habits and finally appear miscommunication between these parts. For example in terms of budget management mentioned that before the organizational changes, all budgets managed by each academy who is now a department or program of study, but with this change it all into a centralized management at the directorate of health polytechnic. So it should be understood that unites two different things had become one requires time and a long process.

When viewed from the history of the formation of this institution has been running for twelve years and turns in organizational life still experienced anything like this. But this will be a lesson also for members of the organization to continue to learn and fix all the flaws and things that should not happen again so that all components are collectively fix themselves for the betterment of the organization to establish a form of communication that is even better. According to Robbins (2002) explained that the purpose of the planned changes is to improve the existing organization, to adapt to the changes that occur in the environment and to change the behavior of employees.

As has been explained that prior to the merger, decision makers should first understand these two important factors, namely human and cultural, with better and make preparations psychological like someone would do a marriage. It should be understood that the customs and culture of each party can not easily change even tends to be maintained even if the marriage has lasted. This occurs because a human being has been formed mind-set or mental programming.

According to Hofstede (in Sobirin 2009) also said that as difficult as any change that does not mean that the mind-set can not be changed. It should be noted also that the change is not an easy job and requires a long time. Therefore, if the change of mind-set is a must (for the sake of achieving a lasting and ideals of marriage), the cooperation of the parties involved in the marriage seems inevitable.

A strategic step in overcoming the old mindset that hinder the implementation of program activities of the organization, namely the effort to foster a sense of community through a variety of activities that can equalize and unify the perception, as well as involving all parties on the basis of mutual trust, transparency and commitment and mutual respect as a solid teamwork. By involving every person that knows and realizes what will be done in accordance with the duties and positions respectively based on mutual trust, honesty, and a shared commitment for the success of the organization it must cooperate in diversity due to the rapid advancement of the institution were not for the leadership alone but because of everything involved participate. It is described by Jones (2002) who said that as the Team (Team Building) and intergroup Training. Team Building is a general method for improving relationships within a group, in other words that all members of a group participate together to improve their group interactions.

It also reinforced the opinion of Rochaety et al (2006) who explains that by creating a culture of high involvement in educational institutions, are expected to be obtained commitments from subordinates. Cultural engagement requires intensive two-way communication. But communication alone is not enough to foster a harmonious relationship so we need a system of integrated human resources. The values that need to be held to create a harmonious relationship in educational institutions such as collaboration (teamwork), openness, confidence (trust), concern for others (concern for people) and engagement (involvement).

By doing activities together to unite all employees so that growing sense of togetherness for the employees and lecturers so that it blends in with the forum's meetings, workshops, ceremonies, graduations, and capacity building such as outbound so they can protect each other. The shape of the other parties involved in fostering co-operation can also be done while providing authority to certain parties in organizing or perform an action, for example, from the directorate gives authority to the department or program of study in the implementation of academic activities. This is done in an effort to build cooperation in order to achieve the vision, mission and strategic plan. In this case given the same opportunity to each department or program of study to develop themselves according characterizes of each unit, but those are still within the principles under the same organization.

Through these activities can give a real impression of the central campus in which particularly it will always invite the participation of all parties in organisation so that no one feels less attention. With the steps of participation means that all parties feel the same participation in achieving organizational goals together. As one important factor in the effort is the participation of the organization's leaders should be sensitive to subordinates. Aswandi (2001) explains that as a good leader surely whoever he is supposed to have a sensitivity to the circumstances of subordinates, be able to predict which of the symptoms and turmoil, as well as intelligent and accurate in determining the decisions as well as the most appropriate action in accordance with the handling of the problem especially those matters occur in subordinate and generally have an impact on the organization itself.

This is in line with the opinion of Rochaety et al (2006) that in order to create a harmonious relationship between leaders and subordinates need to change the approach pattern of approach to the control of the commitment approach. Along with the development of science and technology they need autonomy, high involvement, development and self-actualization. Control



approach seeks supervise subordinate leaders and decide what to do. The approach is a commitment to build a culture of high involvement which is achieved through empowerment. In empowerment, the leader provides the autonomy and authority to his subordinates to take their own decisions on matters relating to work, assuming that the person who is close to the job knows it best. By having this approach, the leader is only a catalyst and facilitator.

Based on the explanation of the research findings above, when it is viewed from the changes of the merger of several academic institutions of health into health polytechnic, this change reflects a major change that have a major impact on the change in the organizational culture. In this case in accordance with the opinion (Hussey, 2000) in (Wibowo, 2008) who says that a fundamental change as the name suggests is a change in strategic, visionary and transformational. Fundamental changes impact noteworthy in an organization or part of an organization that is running changes. If successful, the difference can be noticed inside and outside the organization. Such changes are usually large, and dramatically affect the future operations of the organization and often involves significant upheaval. Examples of such changes are including the results of this re-engineering process that changes the entire business operations; merger with another organization; or movement of the organization into a different activity as a whole.

## CONCLUSION

Based on the overall exposure of the data and the results of data analysis on the focus of research, the research conclusion is related to the change of organizational culture. It can be said that the basic organizational change has a great influence for individuals, groups and organizations in various aspects of organizational life in which it is related to changes in the views, habits, as well as an agreement that involves all the elements that exist within the organization. The changes that occur will always carry a significant difference for every individual in the organization. But the differences that occur will be understood by each individual variety. This is because each individual would have a different view of the meaning of a change.

## REFERENCES

- Aswandi. 2001. Organizational Change Management Colleges of Organizational Management to Professional Management: Case Study at the *White University*. Unpublished Dissertation. Malang: Graduate Program, State University of Malang.
- Chatab, N. 2009. Escorting the Draft of Organization Choice. Bandung: Alfabeta.
- Chiaburu D.S. 2006. Managing Organizational Change in Transition Economies. *Journal of Organizational Change*, (Online), 19 (6): 738-746, (<http://www.emeraldinsight.com>) accessed 16 November 2011.
- Danim, S. 2010. Autonomous School of Management. Bandung: Alfabeta.
- Greenberg, J. and Baron R.A. 2003. Behavior in Organization. New Delhi: Prentice Hall.

- Hasri, S. 2002. Organizational Culture Higher Education: Studies at the School of Economics (STIE) ABDI BANGSA - INDONESIA. Unpublished Dissertation. Malang: Graduate Program, State University of Malang.
- Johansson C. & Heide, M. 2008. Speaking of Change: Three Communication Approaches in Studies of Organizational Change. *Corporate Communications: An International Journal*, (online), 13 (3): 288-305, (<http://www.emeraldinsight.com>) accessed 16 November 2011.
- Jones, G.R. 2004. *Organizational Theory, Design, and Change*. 4th Edition. New Jersey: Prentice Hall.
- Kreitner, R. and Kinicki, A. 2001. *Organizational Behavior*, Suandi Erly (Ed). 2005. Jakarta: Salemba Four.
- Health Polytechnic of Surabaya. 2009. *Profile of Health Polytechnic of Surabaya*. Surabaya: Health Polytecnic of Surabaya.
- Robbins, S.P. 2002. *Principles of Organizational Behavior*. Translated by Halides and Dewi Sartika. 2002. Jakarta: Erlangga.
- Rochaety, E., Rahayuningsih, P., & Yanti, PG 2006. *Education Management Information System*. Jakarta: Bumi Literacy.
- Sobirin, A. 2009. *Organizational Culture: Definition, Meaning and Its Application in the Life of the Organization*. Yogyakarta: UPP-STIM YKPN.
- Syafaruddin. 2008. *Effectiveness of Education Policy: Concepts, Strategies, and Applications Policy Toward Effective School Organization*. Jakarta: Rineka Reserved.
- Law of the Republic of Indonesia Number 12 of 2012 on Higher Education.
- Wibowo. 2008. *Change Management*. Jakarta: Rajawali Press.