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## THE EFFECT OF WORKLOAD AND COMPENSATION ON EMPLOYEE PERFORMANCE AT THE BANDUNG PORT HEALTH OFFICE



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### Abstract

This study was conducted to analyze the effect of Workload and Compensation on Employee Performance. The study was conducted on employees of the Bandung Port Health Office. The research method used was quantitative with multiple linear regression analysis through SPSS statistical software series 27 for Windows. The research sample amounted to 72 people obtained by a saturated sampling technique, or the entire population was taken as a research sample. Observation, interviews, and questionnaires were used to carry out data collection techniques. The results of the study showed that Workload and Compensation had a positive and significant effect on Employee Performance, both partially and simultaneously. The results of the analysis showed that Workload and Compensation simultaneously affected Employee Performance by 48.5%, while the remaining 51.5% was the influence of other factors not examined in this study.

**Keywords:** Workload, Compensation, Employee Performance

## INTRODUCTION

Each HR is given a task [job] according to their ability, so the term workload arises. Workload is a series of activities that must be completed by the job holder [employee] within a certain period of time, according to the direction of the organization's leadership (Asnora, 2020). Usually, at the beginning of each month, employees are given compensation in the form of salary, and at the end of each month, they are given compensation in the form of performance allowances (Mare et al, 2024). The provision of compensation by the organization in the form of salary and performance allowances is a form of reciprocity or reward for the work done by employees (Fatkhurrozi, 2024). Compensation consists of direct compensation and indirect compensation. Direct compensation consists of salary, transportation money, holiday allowances, overtime pay, and other direct allowances. Indirect compensation consists of job promotions, insurance, job allowances, and transfers (Sari, et al., 2020).

Giving tasks [work] that are in accordance with employee capabilities [workload according to employee capabilities] and giving compensation that follows the fulfillment of employee living needs can affect employee performance, and ultimately, organizational goals can be achieved (de Nichilo, 2023). If the influence is negative, it will decrease performance, while if the influence is positive, it will increase performance. Performance is the achievement of work/work results, both in quality and quantity, achieved by human resources per unit period of time in carrying out their work duties according to the responsibilities given to them (Amadi, et al., 2022). According to Suryani and Yoga in (Budiasa 1. K., 2021), the higher the job demands [workload], the higher the pressure that accompanies employees in carrying out their work. According to Hastutiningsih in (Budiasa 1. K., 2021), sometimes the abilities possessed by employees, the standardization of work, and the demands of work mandated by the organization make individual employees unable to free themselves from work pressure and work suboptimally. In conclusion, excessive workload results in employee performance being suboptimal. If many employees experience the same thing, organizational performance will be affected, and the achievement of organizational goals will be hampered.

The Bandung Port Health Office [KKP] is a government agency located at the entrance to the country in the West Java region. The number of KKP Bandung human

resources in 2023 is 72 employees, consisting of 70 Civil Servants and 2 Government Employees with Performance Agreements [PPPK]. Of the 72 employees, 70 employees [94%] have additional duties outside their main duties. Based on the results of the researcher's observations, it is known that there is a phenomenon of complaints from KKP Bandung employees because they often get assignments from their direct superiors with limited time allocations and do not understand all the instructions given by their superiors, so that it becomes a workload for the assigned employees. In addition, there is also a phenomenon of many employees applying for loans against, and some even having problems with online loans, even though at the beginning of each month, employees have received compensation in the form of salaries, and at the end of each month, they receive performance allowances. Salary is a wage or reward received by workers in the form of money based on a certain time. The government is obliged to pay fair and decent salaries to Civil Servants [PNS], which are paid according to the workload.

Based on the description, the researcher can conclude that there are suspected problems with the HR of KKP Bandung, namely problems in the form of employee complaints because they are given additional tasks beyond the employee's ability to complete them according to the time allocation given [workload], and there are employees who are still applying for financial loans even though they have been given a salary at the beginning of the month and performance allowances at the end of the month [compensation]. This condition is suspected of having an impact on the achievement of KKP Bandung's performance in 2023 [performance], which is still below the expected performance parameter value.

The researcher expects that each employee gets a workload according to their abilities. Because there is a problem of a limited number of employees, the provision of additional workloads outside their main positions is still allowed, but must be adjusted to the abilities of each employee. For employees who get additional workloads outside their main positions, it is hoped that they will get income-increasing solutions so that employees no longer owe money to the bank, let alone take out online loans that can harm employees and their families. With the expected conditions above, the performance of the Bandung KKP can be achieved.

## **REVIEW OF LITERATURE**

### **Management**

Management is: 1) an effort or action towards achieving goals through a process; 2) a system of cooperation with a clear division of roles; and optimally involving the contributions of people, funds, physical, and other sources effectively and efficiently. Thus, management activities cover a broad spectrum, because they start from activities on how to determine the direction of the organization in the future, create organizational activities, encourage cooperation between fellow members of the organization, and supervise activities in achieving goals (Wahyudin, et al., 2020).

### **Human Resource Management (HRM)**

Human Resource Management is a field of management that focuses on human resources in an organization. According to Dessler (Mukrodi, Catio, & Sutoro, 2022), HR consists of recruitment, payroll, training, rewards, and evaluation. According to Sutrisno (Mukrodi, Catio, & Sutoro, 2022).

### **Workload**

Workload is a collection or number of activities that must be completed by a job holder or organizational unit within a certain time period.(Kuswahyudi, et al., 2022). Workload is a series of activities that must be completed by an organizational unit or job holder within a certain period of time (Asnora, 2020).

### **Compensation**

Compensation is a form of appreciation/reward or reward given by a company to employees for their contribution to the company, whether received directly or indirectly (Hernawan & Srimulyani, 2021).

### **Performance**

Performance is the achievement of employee results in a process of carrying out their duties in accordance with the responsibilities given. Improving employee performance will have a positive impact on the company, so that employees have a good and optimal level of performance to help realize the company's goals (Karlina, et al., 2023).

## **RESEARCH METHOD**

### **Types of Research**

The research method or methodology used in this study is based on the research questions or hypotheses proposed, the type of data collected, and the theoretical framework used. The research method used uses a quantitative approach. The type of research used is survey research through the distribution of structured questionnaires distributed to selected research samples to produce information expected by researchers at a certain point in time (cross-sectional). Cross-sectional research is known as a type of observational research that analyzes research variable data collected at a certain point in time across the entire population of predetermined research samples (Sugiyono & Lestari, 2021).

### **Sources and Methods of Data Collection**

The sources and methods of data collection are as follows:

#### **1. Data Source**

Based on how to obtain research data, the types of data are primary data and secondary data. Primary data in this study were obtained directly from the research sample [respondents] by distributing structured questionnaires [Google Form]. Secondary data in this study were obtained from other data sources or data that were not obtained directly from the research sample [respondents].

#### **2. Population**

The population in this study was all employees of KKP Bandung, both those in the Bandung main office and those in the Wilker offices. The population of this study was 72 employees.

#### **3. Sample**

The sampling technique in this study used a saturated or census sampling technique, namely a sampling technique that determines all members of the population as research samples. The number of research samples was 72 employees, both PNS and PPPK (Sugiyono & Lestari, 2021).

#### **4. Data Collection Method**

The data collection methods used in this study are as follows:

##### **a. Literature Study**

Literature studies are conducted to collect reliable data related to theories related to research variables through other reliable data sources so that researchers have sufficient provisions to conduct research.

b. Field Study

Field studies are conducted to collect data directly on research samples at the research location. Field studies are conducted using the following techniques:

1) Structured Questionnaire;

A structured questionnaire is a collection of questions that have been given alternative answers using a Likert scale, which was distributed to 72 employees in the Bandung KKP environment to be answered using Google Forms media.

2) Interview;

Interviews are conducted if there is data that has been collected but requires further clarification from the research sample [respondents].

3) Observation;

Observations are carried out to confirm or clarify existing data or add data that requires direct observation in the field.

## **RESULTS AND DISCUSSION**

### **Research Instrument Test Results**

Negative statement items consisting of 8 statements [workload variables], 5 statements [compensation variables] and 5 statements [employee performance variables] with answers given on a Likert scale, namely Strongly Agree [Score 1], Agree [Score 2], Undecided [score 3], Disagree [score 4], and Strongly Disagree [score 5] then validity and reliability tests were carried out. The distribution of questionnaires containing 18 statements was distributed to 30 respondents, who were used as research samples.

### **Validity Test Results**

Validity testing is needed to test whether the statement items in each research variable are valid, namely, 8 statements of workload variables, 5 statements of compensation variables, and 5 employee performance variables. Validity testing is a test that functions to see whether a measuring instrument [questionnaire] is valid or not. A questionnaire is said to

be valid if the statements in the questionnaire can reveal something that is measured by the questionnaire. In the questionnaire validity measurement test, there are 2 types, namely, first, correlating between statement item scores [items] with the total items. Second, correlating each item indicator score with the total construct score.

The validity testing criteria of the questionnaire used in this study involved validity testing that correlates each indicator item score with the total score. The level of significance used was 0.05. The testing criteria were First,  $H_0$  is accepted if  $r_{count} > r_{table}$  [it is said that the statements in the questionnaire are valid]. Second,  $H_0$  is rejected if  $r_{count} \leq r_{table}$  [it is said that the statements in the questionnaire are invalid]. The significance of the two-way test. In this study, the  $r_{table}$  value was obtained, namely  $r_{table} = df [30-2], 0.05 = 0.3610$ . A valid research instrument if the correlation coefficient is greater than the  $r_{table}$  value [0.3610]. The calculation of the correlation coefficient was obtained with the help of the IBM Statistics SPSS Version 27 Program.

**The Validity Test of Statements on the Workload Variable [X1]**

The number of statements in the workload variable [X1] is 8 statements, namely: First, statement number 1 is given the code X1.1, Second, statement number 2 is given the code X1.2, Third, statement number 3 is given the code X1.3, Fourth, statement number 4 is given the code X1.4, Fifth, statement number 5 is given the code X1.5, Sixth, statement number 6 is given the code X1.6, Seventh, statement number 7 is given the code X1.7, and Eighth, statement number 8 is given the code X1.8.

**Table 1.**  
**Results of Validity Test of Workload Variable Statement**

	Statement [Code]	r count	r table	N	Information
Workload [X1]	Job target explanation is not clear [X1.1]	0.563	0.361	30	Valid
	Not all work targets will be achieved [X1.2]	0.553	0.361	30	Valid
	Not all coworkers support the creation of a conducive work environment [X1.3]	0.629	0.361	30	Valid

Not all coworkers support the creation of a comfortable workspace [X1.4]	0.665	0.361	30	Valid
Not all job explanations are understood [X1.5]	0.629	0.361	30	Valid
Not all jobs match your abilities [X1.6]	0.665	0.361	30	Valid
Not all work time allocations are in accordance with SOP [X1.7]	0.553	0.361	30	Valid
Not all work can be completed within the time allocated [X1.8]	0.563	0.361	30	Valid

Source: SPSS Version 27 Output [Attached]

Based on the table, it is concluded that 8 statements [X1.1 to X1.8] have a calculated  $r$  value greater than the table  $r$  value. So it can be concluded that 8 statements on the workload variable [X1] are valid and can be continued with the reliability test of the workload variable.

**The Validity Test of Statements on the Compensation Variable [X2]**

The number of statements in the compensation variable [X2] is 5 statements, namely: First, statement number 1 is given the code X2.1, Second, statement number 2 is given the code X2.2, Third, statement number 3 is given the code X2.3, Fourth, statement number 4 is given the code X2.4, and Fifth, statement number 5 is given the code X2.5.

**Table 2.**  
**Validity Test of Compensation Variable Statements**

Variables	Statement [Code]	r count	r table	N	Information
Compensation [X2]	Monthly salary is not sufficient for monthly needs/expenses [X2.1]	0.660	0.361	30	Valid
	Monthly performance allowance is not sufficient for monthly	0.913	0.361	30	Valid

	needs/expenses [X2.2]				
	The inconsistency in providing support facilities when carrying out work is immediate [X2.3]	0.660	0.361	30	Valid
	Not yet optimally obtaining benefits from BPJS [X2.4]	0.913	0.361	30	Valid
	The amount of pension that will be received is still insufficient to meet monthly needs [X2.5]	0.913	0.361	30	Valid

Source: SPSS Version 27 Output [Attached]

Based on the table, it is concluded that 5 statements [X2.1 to X2.5] have a calculated  $r$  value greater than the table  $r$  value. So it can be concluded that 5 statements on the compensation load variable [X2] are valid and can be continued with the reliability testing of the compensation variable.

### The Validity Test of Statements on Employee Performance Variables [Y]

The number of statements in the employee performance variable [Y] is 5 statements, namely: First, statement number 1 is given the code Y1, Second, statement number 2 is given the code Y2, Third, statement number 3 is given the code Y3, Fourth, statement number 4 is given the code Y.4, and Fifth, statement number 5 is given the code Y.5.

**Table 3.**  
**Results of Validity Test of Compensation Variable Statements**

Variables	Statement [Code]	r count	r table	N	Information
Employee Performance[Y]	Completion of work not fully in accordance with SOP [Y1]	0.913	0.361	30	Valid
	Not all assigned work can be completed on time [Y2]	0.660	0.361	30	Valid

	Not always able to complete work given by superiors [Y3]	0.913	0.361	30	Valid
	Does not always collaborate with coworkers in completing work [Y4]	0.913	0.361	30	Valid
	Lack of initiative to start work [Y5]	0.660	0.361	30	Valid

Source: SPSS Version 27 Output [Attached]

Based on the table, it is concluded that the 5 statements [Y1 to Y5] have a calculated  $r$  value greater than the table  $r$  value. So it can be concluded that the 5 statements on the employee performance variable [Y] are valid and can be continued with performance reliability testing.

### Reliability Test

After all variables [workload variables, compensation variables, employee performance variables] are declared valid, the next step is to conduct a reliability test. The following are the results of the reliability test on the workload variable [X1], compensation variable [X2], and employee performance variable [Y].

**Table 4.**

#### Reliability Test of Workload, Compensation, and Performance Statements

No.	Variables	N of Items	Cronbach's Alpha	Information
1	Workload [X1]	8	0.748	Reliable
2	Compensation [X2]	5	0.878	Reliable
3	Employee Performance [Y]	5	0.878	Reliable

The reliability test criteria are that a variable is said to be reliable when it has a Cronbach's Alpha value of more than 0.70. Based on the table of reliability test results and the reliability test criteria, it is concluded that all research variables [workload variables, compensation variables, and employee performance variables] are reliable and can be continued to the next test, namely the classical assumption test of primary data.

### The Classical Assumption Test of Primary Data

After passing the validity test and reliability test and distributing questionnaires to 72 respondents, the next step is to process the data. The classical assumption test is the main prerequisite before conducting multiple linear regression analysis and testing the hypothesis. With the classical assumption test, it will be known whether the regression model used is free from assumption deviations and provides certainty that the regression equation obtained is accurate in estimation, unbiased, and consistent.

### Normality Test Results

The normality test was calculated using the non-parametric Kolmogorov-Smirnov statistical test in the SPSS version 27 application, with the criteria of a significance value of more than 0.05; it was concluded that the data was normally distributed.

**Table 5.**  
**Data Normality Test Results**  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		72
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.81088904
Most Extreme Differences	Absolute	.065
	Positive	.065
	Negative	-.049
Test Statistics		.065
Asymp. Sig. (2-tailed) <sup>c</sup>		.200 <sup>d</sup>
Monte Carlo Sig. (2-tailed) <sup>e</sup>	Sig. (2-Sig.)	
	99% Confidence Interval	.632
	Lower Bound	.620
	Upper Bound	.644

Based on the Kolmogorov-Smirnov normality test results table, the Significance [Sig] value is  $0.200 > 0.05$ , so it is concluded that the data is normally distributed. So that the multicollinearity test can be continued.

### Multicollinearity Test Results

The multicollinearity test is calculated using the results of the coefficients calculation by looking at the tolerance and VIF results in the SPSS version 27 output, with the criteria

of tolerance values between the range of 0.1 to 1 indicating no symptoms of multicollinearity. VIP values between the range of >1 to <10 indicate no symptoms of multicollinearity.

**Table 6.**  
**Multicollinearity Test Results**  
**Coefficientsa**

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta	t		Tolerance	VIF
1 (Constant)	2,745	1.412		1,944	.056		
Workload	.250	.065	.417	3,866	.000	.999	1.001
Compensation	.169	.122	.149	1,378	.173	.999	1.001

From the results of the multicollinearity test table, the tolerance value and VIP value for the workload variable and compensation variable are in the required range, so it is concluded that the workload variable and compensation variable are free from multicollinearity symptoms. So that the heteroscedasticity test can be continued.

**Heteroscedasticity Test Results**

The heteroscedasticity test is calculated using the results of the coefficient calculations by looking at the significance results [Sig] in the SPSS version 27 output, with the criteria being said to be free from symptoms of heteroscedasticity if Sig > 0.05.

**Table 7.**  
**Heteroscedasticity Test Results**  
**Coefficientsa**

Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta	T		
1 (Constant)	1.281	.781			1,642	.105
Workload	.029	.036	.097		.812	.419
Compensation	-.029	.068	-.051		-.429	.669

From the table of heteroscedasticity test results, the Sig value for the workload variable and the compensation variable are each above 0.05. So it is concluded that the

workload variable and the compensation variable are free from heteroscedasticity symptoms. Thus, it can be continued with multiple linear regression analysis.

**Multiple Linear Regression Analysis Results**

Multiple linear regression analysis using the SPSS version 27 application program. This analysis was carried out after the collected data had passed the classical assumption test of primary data, consisting of: normality test, multicollinearity test, and heteroscedasticity test.

**Determination Coefficient Test**

The SPSS output table used is the summary model to see the results of the determination coefficient test by looking at the Adjusted R Square value.

**Table 8.**  
**Results of the Determination Coefficient Test [R2]**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.707a	.500	.485	.918

From the table, the Adjusted R Square value in this study is 0.485, which means that workload and compensation are able to explain their influence on employee performance by 48.5%. Meanwhile, the remaining 51.5% is influenced by other variables outside this research model.

**F Test Results [Model Feasibility Test]**

The results of the F test are known by looking at the ANOVA table in the SPSS output. The criteria used to compare the calculated F and the F table, or compare the Significance values [Sig]. For simplicity, this study only compares the results of the significance level [Sig]. The F test is used to determine how feasible the research model is. It is said to be feasible if the significance value [Sig] <0.05.

**Table 9.**  
**F Test Results [Model Feasibility Test]**  
**ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.154	2	29,077	34,468	.000b
	Residual	58,208	69	.844		
	Total	116,362	71			

From the table, the level of significance [Sig] obtained according to the results in the ANOVA table is 0.000 [ $<0.05$ ]. So it is concluded that this research model is feasible to be implemented.

**T-Test [Hypothesis Test or Partial Effect Test]**

T-test [partial influence test or hypothesis test] by comparing t count and t table or comparing the level of significance [Sig]. If the level of significance [Sig] is below 0.05 [ $<0.05$  or  $<5\%$ ], then it is concluded that it has a significant effect. However, if the level of significance is above 0.05 [ $>0.05$  or  $>5\%$ ], then it is concluded that it does not have a significant effect.

**Table 10.**  
**T-Test Results [Hypothesis Test / Partial Effect Test]**  
**Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,745	.706		3.888	.000
	Workload	.250	.032	.659	7,731	.000
	Compensation	.169	.061	.235	2,756	.007

Based on the coefficients table, the level of significance of workload is below 0.05 so it can be concluded that workload has a significant effect on employee performance or the hypothesis is accepted, namely, workload has a positive effect on employee performance. It has a positive effect by looking at its beta or looking at its calculated t value which has no minus sign [negative]. For the compensation variable, the level of significance is 0.007 [ $<0.05$ ], and the beta and t values have no minus signs [negative]. So it is concluded that compensation has a significant effect and a positive effect on employee performance.

**CONCLUSION**

Based on the research results and discussions that have been described, the following conclusions can be drawn:

1. Workload and Compensation at the Bandung Port Health Office are in the poor criteria and Employee Performance in the Bandung Port Health Office environment is in the poor criteria.

2. Workload has a positive and significant effect on the performance of employees of the Bandung Port Health Office. This means that the more proportional the workload, the better the quality of employee performance.
3. Compensation has a positive and significant effect on the performance of employees of the Bandung Port Health Office. This means that the fairer and more appropriate the compensation, the better the quality of employee performance.
4. Workload and compensation have a positive and significant effect on the performance of employees of the Bandung Port Health Office. This means that the more proportional the workload and the more fair and appropriate the compensation, the better the quality of employee performance.

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