

The Effect of Work Discipline, Motivation, and Work Stress on Employee Job Satisfaction

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ABSTRACT

This research was conducted with the aim of paying attention to how human resource control, planning processes, organizing, staff placement, direction and control are needed. This research focuses on the influence variables of discipline, work motivation, work stress which are then used to assess employee job satisfaction. The research method carried out used quantitative methods with a population of all employees at PTPN III. The type of data available is primary data. Sample data with 26 questionnaire questions was collected on Google Forms media. Data processing uses descriptive statistical test techniques, multiple linear regression tests, coefficient of determination tests, *f* tests, *t* tests, and Moderate Regression Analysis (MRA) tests. Data processing shows work discipline has a significant effect on job satisfaction, while work motivation and work stress do not have a significant effect on job satisfaction. The work environment is able to moderate the relationship between the influence of work discipline on job satisfaction. The work environment is unable to moderate the relationship between the influence of work motivation on job satisfaction. The work environment is able to moderate the relationship between the influence of work stress on job satisfaction.

Keywords: Work Discipline, Work Motivation, Work Stress, Work Environment, Job Satisfaction

ABSTRAK

Penelitian ini dilakukan dengan tujuan memperhatikan bagaimana pengendalian sumber manusia, proses perencanaan, pengorganisasian, penempatan staf, pengarahan, dan pengendalian diperlukan. Penelitian ini berpusat pada variabel pengaruh disiplin, motivasi kerja, stress kerja yang kemudian digunakan untuk menilai kepuasan kerja karyawan. Metode penelitian yang dilaksanakan menggunakan metode kuantitatif dengan populasi yaitu seluruh karyawan pada PTPN III. Jenis data yang ada ialah data primer. Sampel data dengan 26 pertanyaan kuesioner terhimpun di Formulir Google. Pengolahan data memakai teknik uji statistik deskriptif, uji regresi linear berganda, uji koefisien determinasi, uji *f*, uji *t*, dan uji Moderate Regression Analysis (MRA). Dari pengolahan data menunjukkan bahwa disiplin kerja berpengaruh signifikan terhadap kepuasan kerja, sedangkan motivasi kerja dan stress kerja tidak berpengaruh signifikan terhadap kepuasan kerja. Lingkungan kerja mampu memoderasi hubungan pengaruh disiplin kerja terhadap kepuasan kerja. Lingkungan kerja tidak mampu memoderasi hubungan pengaruh motivasi kerja terhadap kepuasan kerja. Lingkungan kerja mampu memoderasi hubungan pengaruh stres kerja terhadap kepuasan kerja.

JIAKES

INTRODUCTION

In the current era of globalization, market competition will be increasingly tight. To outperform its competitors, a company must have better performance, this depends on the company's top management carried out by each stakeholder and key decision maker. To achieve maximum performance, companies must utilize available resources, by empowering each employee to perform optimally (Fetine, 2024). The field of human empowerment, the goal of human empowerment is usually to help organizations meet their goals by training reliable employees (Fadhli & Khusnia, 2021; Ramadhani et al., 2023). Corporations can function optimally if the rules of the game from management with examples of planning, organizing, providing motivation and monitoring functions are good in the organization and its supporting elements exist and meet the requirements. Human resources are one of the most important factors that can support business operations (Zahran & Ali, 2020; Retno et al., 2024).

Human resources play an important role in the success of a business. One of the main problems faced by managers is how to increase employee productivity so that it can support the achievement of goals. One aspect that can affect the success of an organization is human resources, both in government and non-government organizations (Patonengan & Setiawan, 2021; Mahapatro, 2021; Holbeche, 2022). In today's globalized world, the ability to produce superior human resources in their fields is crucial because it affects the organization's operations. Human resources are a central element in an organization (Effendi, 2023). Whatever its form and purpose, organizations are based on different visions for the good of society and to fulfill its mission, organizations are managed and led by the community. Thus, humans are a strategic element in all activities of an agency/organization. In addition, HRM also means organizing and managing human resources according to the company's vision so that organizational goals can be achieved optimally (Mughtar et al., 2022; Pertiwi, 2023).

Therefore, HRM is also part of management science that refers to the management function in implementing the planning, organizing, staffing, directing, and controlling process. PT Perkebunan Nusantara III (Persero) or PTPN III (Persero), is a State-Owned Enterprise (BUMN) Plantation Holding whose core work is in the processing and marketing of all agricultural products from the Plantation. The branches of the managed fields include palm oil, rubber, sugar cane, tea, coffee, cocoa, tobacco, various woods, fruits and other types of variants. PT Perkebunan Nusantara III (Persero) has recently launched a brand name for the Downstream Plantation Branch product called "Nusakita" in addition to the types of product brand names that have been launched from sister companies of the PTPN Group. Lesmana et al. (2022), the problem faced by the PTPN III Medan corporation is that quite a few employees in the company are dissatisfied with their jobs due to competition between senior and junior employees. Sign. Last name. of several related employees. people who hold many important positions in the company. In this case, the employees who are truly influential are senior employees, because they are no longer able to compete and navigate technology and which is increasingly developing is marked by the inability of the person concerned. Employee improvement efforts.

LITERATURE REVIEW

Assuming that previous studies provide sufficient evidence of a positive and significant relationship between work discipline and employee job satisfaction, research to obtain a hypothesis can be formulated with the following opinion. The findings of Surur et al. (2022), which revealed that work motivation has a significant influence on the job satisfaction of part-time student workers, this study can lead to the hypothesis that the higher the work motivation of part-time student workers, the higher their level of job

satisfaction. As well as research by Yuliantini & Santoso (2020), shows that work motivation has a significant influence on job satisfaction. This hypothesis can be based on the understanding that strong work motivation, such as the desire to learn, improve skills, and achieve achievements, will encourage students to feel more satisfied in their part-time work environment, thereby increasing productivity and well-being.

The findings revealed in the research of Bhastary (2020); Sanjaya (2021), which shows that there is a significant negative influence between work stress and job satisfaction, the research to obtain this hypothesis can be formulated with the opinion. Research by Adipura & Puspitasari (2022); Hidayati & Sari (2023) shows that there is an influence between the Work Environment in moderating Work Discipline on Employee Job Satisfaction. Based on the concept that moderator variables can influence the relationship between independent variables and dependent variables, with the work environment as a moderating variable.

The research mentioned by Irianto (2021); Shavira & Febrian (2023), where the work environment is identified as a moderating variable influencing the relationship between work motivation and job satisfaction, there is support for making the work environment a moderating variable in this study. In the context of your research on employee job satisfaction at PT Perkebunan Nusantara III (Persero), it can be assumed that a comfortable and supportive work environment can strengthen the relationship between work motivation and employee job satisfaction. Based on the findings of the research mentioned by Rauan & Tewal (2019); Siboro (2020), which states that a good work environment can increase employee satisfaction levels and reduce work stress levels, it can be concluded that the work environment can act as a moderating variable in the relationship between work stress and job satisfaction. From the explanation above, the author issues a statement with the following sentence.

The variables measured in this study can be explained as follows. Work discipline (X1) is measured through several parameters, such as compliance with office hours, friendliness towards superiors and co-workers, and the suitability of wages to standards that are considered to be able to influence employee compliance. In addition, the fairness applied by management and the impact of the consequences given are also part of measuring work discipline. Work motivation (X2) is assessed based on the rewards received according to the portion of work, the adequacy of income to cover expenses, the existence of health protection, good interaction with co-workers, and good communication relationships with superiors. Furthermore, work stress (X3) is measured through several indicators, such as the fairness of the tasks given, a fair approach from superiors, fairness in determining the time to complete tasks, and good relationships with superiors and colleagues that help prevent work stress. Job satisfaction (Y) is measured by looking at the influence of additional bonuses, adequacy of salary for daily needs, suitability of wages to portion of work, fulfillment of occupational safety (K3), and career stability provided by the company. Finally, the work environment (Z) is measured through adequate lighting, comfort due to air conditioning, humidity conditions that do not have a negative impact, availability of adequate work equipment, and attention from management regarding safety and good cooperation with coworkers.

H1: Work discipline has significant effect of employee job satisfaction at PT Perkebunan Nusantara III (Persero).

H2: Work motivation has significant effect of on employee job satisfaction at PT Perkebunan Nusantara III (Persero).

H3: Work stress has significant effect of employee job satisfaction at PT Perkebunan Nusantara III (Persero).

H4: Work environment moderates work discipline on employee job satisfaction at PT Perkebunan Nusantara III (Persero).

H5: Work environment moderates work motivation on employee job satisfaction at PT Perkebunan Nusantara III (Persero).

H6: Work environment moderates job stress on employee job satisfaction at PT Perkebunan Nusantara III (Persero).

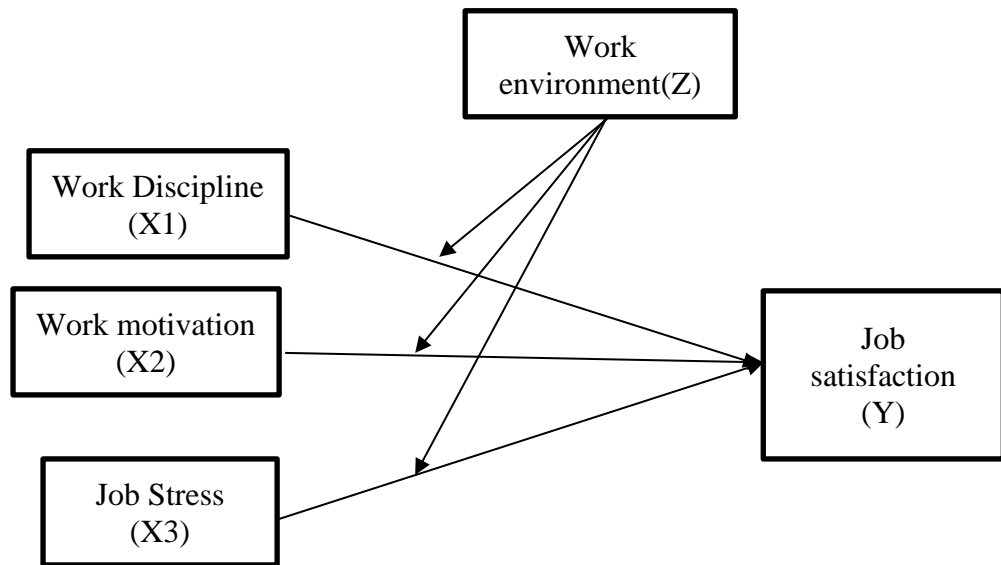


Figure 1. Conceptual Framework

METHODS

This study aims to analyze the effect of work discipline, work motivation, and work stress on employee job satisfaction at PTPN III, with the work environment as a moderating variable. The research method used is a quantitative approach, where the research population is all PTPN III employees. The research sample was taken using a probability sampling technique with a simple random sampling type, which allows each member of the population to have an equal chance of being selected (Sumargo, 2020). The number of respondents in this study was 59 people, and primary data was collected through a questionnaire distributed online via Google Form. This study uses a Likert scale to measure the responses of the respondents (Budiaji, 2013). This scale consists of five levels: Strongly Agree (SS) with a weight of 5, Agree (S) with a weight of 4, Less Agree (KS) with a weight of 3, Disagree (TS) with a weight of 2, and Strongly Disagree (STS) with a weight of 1. The data analysis technique used includes an interaction test, with two main methods, namely the Absolute Difference Value Test Method and the Residual Test Method. The results of the study are expected to provide deeper insight into the factors that influence job satisfaction in the PTPN III environment, as well as offer important contributions to the development of the company's human resources. This study also attempts to explain the role of the work environment in moderating the influence of other factors on employee job satisfaction.

RESULTS

This method evaluates the influence of work discipline, work motivation, and work stress on employee job satisfaction at PTPN III, with a moderating variable in the form of work environment. Adjusted R² value = 41.8%, which means 41.8%, Job satisfaction that can be explained by LK and SK, Work Motivation, Work Discipline and Work Environment and Work Stress, LK to DK and LK to MK.

Table 1. Multiple Linear Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95,0% Confidence Interval for B		Correlations		
	B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part
	(Constant)	36.151	7.695		4.698	0.000	20.703	51.599		
Work Discipline	-3.886	0.897	-4.207	-4.331	0.000	-5.687	-2.085	0.216	-0.519	-0.463
Work Motivation	-1.932	1.112	-2.049	-1.737	0.088	-4.165	0.301	0.038	-0.236	-0.186
Work Stress	-2.318	1.177	-2.084	-1.969	0.054	-4.682	0.046	0.224	-0.266	-0.210
Environment	-8.972	2.021	-5.985	-4.439	0.000	-13.029	-4.914	0.175	-0.528	-0.474
LK ke DK	1.069	0.237	5.296	4.508	0.000	0.593	1.545	0.318	0.534	0.482
LK ke MK	0.494	0.294	2.194	1.680	0.099	-0.096	1.083	0.150	0.229	0.179
LK ke SK	0.670	0.315	2.953	2.129	0.038	0.038	1.303	0.307	0.286	0.227

The results of the analysis, the first hypothesis (H1), which states that work discipline has a significant effect on job satisfaction, is accepted. However, the second hypothesis (H2) which states that work motivation has a significant effect on job satisfaction is rejected. Likewise, the third hypothesis (H3) which states that work stress has a significant effect on job satisfaction is also rejected. Furthermore, the fourth hypothesis (H4), which states that the work environment moderates the effect of work discipline on job satisfaction, is accepted. On the other hand, the fifth hypothesis (H5) which states that the work environment moderates the effect of work motivation on job satisfaction is rejected. Finally, the sixth hypothesis (H6) which states that the work environment moderates the effect of work stress on job satisfaction is accepted. The table above displays the results of the coefficient of determination test (R Square) for the regression model used in this study.

Table 2. Coefficient of Determination Test Result

R	R Square	Adjusted R Square	Std. Error	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
0.356 ^a	0.127	0.045	0.72237	0.127	1.541	5	53	0.193	1.942

Adjusted R² value = 12.7%, which means that job satisfaction can be explained by variables ZX1, ZX2, ZX3, Abs(X1_X3), and Abs(X2_X3) simultaneously. The table below presents the results of the simultaneous significance test (F Test) to evaluate whether the independent variables together have a significant influence on the dependent variable in the regression model.

Table 3. Simultaneous Significance Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4.021	5	0.804	1.541	0.193 ^b
Residual	27.656	53	0.522		
Total	31.677	58			

The results of the ANOVA output display or F test above show that the calculated F value is 1.541 with a significance level of 0.193 > 0.05. This means that the independent variables ZX1, ZX2, ZX3, Abs (X1_X3), and Abs (X2_Z3) simultaneously do not affect Job Satisfaction. The table above shows the results of the significance test of individual parameters for the regression model in this study. The significance test of individual parameters is carried out to see the effect of each independent variable on the dependent variable partially.

Table 4. Significance test of individual parameters

Model	Un. Std. Coef. B	Un. Std. Coef. Error	Std. Coef. Beta	t	Sig.	Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
(Constant)	3.153	0.213		14.786	0.000	2.726	3.581					
Zscore: Work Discipline	0.168	0.099	0.227	1.691	0.097	-0.031	0.368	0.216	0.226	0.217	0.910	1.099
Zscore: Work Motivation	-0.006	0.108	-0.008	-0.053	0.958	-0.222	0.210	0.038	-0.007	.0007	0.776	1.289
Zscore: Job Stress	0.087	0.116	0.118	0.747	0.458	-0.147	0.320	0.224	0.102	0.096	0.664	1.506
AbsX1_X3	0.168	0.206	0.124	0.815	0.419	-0.245	0.581	0.186	0.111	0.105	0.716	1.396
AbsX2_X3	0.197	0.181	0.150	1.088	0.281	-0.166	0.560	0.191	0.148	0.140	0.862	1.159

The output display results from the Coefficient above show that individually, the Zscore Variable: Work Discipline gives a coefficient value of 0.227 with a significant probability of $0.097 > 0.05$, so this variable does not have a significant effect. The Zscore Variable: Work Motivation gives a coefficient value of -0.008 with a significant probability of $0.958 > 0.05$, so this variable does not have a significant effect. The Zscore Variable: Work Stress gives a coefficient value of 0.118 with a significant probability of $0.458 > 0.05$, so this variable does not have a significant effect. The moderating variable AbsX1_X3 turns out to be insignificant, namely with a significant probability of $0.419 > 0.05$. The moderating variable AbsX2_X3 turns out to be insignificant, namely with a significant probability of $0.281 > 0.05$.

Table 5. Linear Regression Test Results

Model	Un. Std. Coef. B	Un. Std. Coef. Std. Error	Std Coef. Beta	t	Sig.
(Constant)	0.396		0.250		1.583
Job Satisfaction	0.022		0.071		0.041

The Job Satisfaction variable is not significant because the sig value = $0.758 > 0.05$, and the parameter coefficient is positive. Therefore, it can be concluded that the Work Environment variable is not a moderating variable because the parameter coefficient value is positive and not significant. The results of the hypothesis test show that work discipline has a positive and significant impact on Job Satisfaction at PTPN-III. This shows that the more employee work discipline, the better the job satisfaction. Employee compliance with company rules can provide various benefits, including increased efficiency in their work. When employees follow the rules well, they tend to work more regularly and focused, which in turn increases productivity. By having a strong structure and discipline, employees are more likely to complete their tasks on time and with a higher level of quality. This will naturally result in an increase in the quality and quantity of output produced by the company. In addition, compliance with the rules also creates a stable and reliable work environment, which is an important foundation for the company's long-term growth and success.

Work Motivation on Job Satisfaction has a negative and insignificant impact on Job Satisfaction at PTPN-III. Understanding how employee motivation relates to their performance is key to optimizing productivity in an organization. In general, low employee motivation can be a barrier to achieving optimal performance. In addition, there is also an understanding that the relationship between motivation and job satisfaction is not always in line with increased employee performance. Some reasons for this include: Satisfaction Is Not the Main Determinant of Performance, although job satisfaction is important for employee well-being, it does not always have a direct impact on their performance. An employee may be satisfied with their job but still not motivated to achieve optimal performance.

The results of the hypothesis test show that job stress has a negative and insignificant impact on Job Satisfaction at PTPN-III. This can be shown that this study is in line with research conducted by Adipura & Puspitasari (2022). Work discipline on employee job satisfaction with work environment moderation has a positive and significant impact on PTPN-III. This can be shown that this study is in line with the research conducted by Adipura & Puspitasari (2022). Work motivation on employee job satisfaction with work

environment moderation has a negative and insignificant impact on PTPN-III. This can be shown that this study is in line with the research conducted by Adipura & Puspitasari (2022). Work stress on employee job satisfaction with work environment moderation has a positive and significant impact on PTPN-III. This can be shown that this study is not in line with the research conducted by Adipura & Puspitasari (2022).

CONCLUSION

From the research that has been conducted and produced data that is then analyzed and discussed, it can be concluded that the results of the study on Employee Job Satisfaction at PT. Perkebunan Nusantara III (Persero) are that Work Discipline has a significant effect on Job Satisfaction. Then, Work Motivation, and Work Stress do not have a significant effect on Job Satisfaction. Furthermore, the Work Environment is a moderating variable because the majority has a significant effect. Through the conclusions that have been presented above, suggestions can be drawn for employees working at PTPN III (Persero). The suggestions that can be given are for employees: The research that has been conducted can hopefully make employees aware of the importance of work discipline, work motivation, work stress and a conditioned work environment to improve work quality. For further researchers: The next author can hopefully develop this research, especially on a larger number of samples and more diverse variables.

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