



The Role of Internal Motivation in Mediating The Influence of Competency and Training on Employee Productivity

Puspa Dewi¹, Roky Apriansyah², Fitria Ningsih³.

^{1,2,3}Institut Teknologi dan Bisnis Indragiri, Prodi S1 Manajemen. Indonesia.
puspadewi@itbind.ac.id., rokyapriansyah@itbind.ac.id, fitrianingsih@itbind.ac.id

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ABSTRACT

This research aims to test hypotheses and analyze the role of internal motivation in mediating the influence of competency and training on employee productivity– The population used in this study were all employees. The sampling method used is the census method or saturated sample, Findings– In this research it is known that 1) competency has an effect on productivity, 2) training has an effect on productivity, 3) Competency has an indirect effect on employee productivity with internal motivation as a mediating variable, 4) Training has an indirect effect on employee productivity with internal motivation as a mediating variable.. Research limitations– Limitations in this research are: this research only uses competency, training, internal motivation and productivity variables, so for further research it is hoped that there will be additional variables such as work environment, organizational commitment, working hours and others. Originality/value– This research uses internal motivation as a mediating variable and employee productivity as the dependent variable so this research is different from previous research.

Keywords: competence, training, internal motivation, productivity.

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Introduction

Employee productivity is the relationship between the output of goods and services and the input of resources, human and non-human, used in the production process. In other words, productivity is the ratio of output to input. If input equals output, workers are considered productive. When employees are productive, they accomplish more in a given amount of time. Productivity requires the effective integration of resources, physical and human, to produce higher output.

Productivity is a comparison between the results of work in the form of goods or services and the resources or energy used in a production process (Sayuti, 2015: 31). This employee's work productivity can be influenced by employee competence as stated by Palan (2017).

Among the many factors that influence employee productivity, researchers chose an analytical tool to solve employee productivity problems using competency, training and motivation variables. Riva'i and Sagala (2013:299), state that competence is a fundamental characteristic possessed by a person that directly influences, or can predict, excellent performance. Study (Abubakar, 2018);(Setiarlan et al., 2022);(Lestari et al., 2021);(Rani et al., 2018);(Handling, n.d.);(Aprilyani, 2021)The results show that competence influences employee productivity. Further research from(Oh &



Novita, 2019) And (Purnama et al., 2021) The results show that competency has no effect on employee productivity.

Apart from competence, theoretically, productivity is also influenced by training because the productivity of well-trained employees is able to provide high levels of productivity. As stated in theory, training is a series of individual activities in systematically improving skills and knowledge so that they are able to have professional performance in their field. (Widodo, 2015:82). Research from (Faslah & Intan Astrini, 2014);(Cholis, 2013);(Khadafi, 2016);(Rumahlaiselan et al., 2018);(Budiartha et al., 2015);(Aprilyani, 2021)The results obtained showed that training had an effect on employee productivity. Further research from(Habibie & Widyastuti, 2017) and (Afif & Winarningsih, 2018)The results show that training has no effect on employee productivity.

Motivation is thought to be able to strengthen competence and training which has the potential to increase employee performance. Empirical studies relating to the role of motivation in mediating the influence of competence and training on employee productivity can be seen from the results of research conducted by (Sumbogo & Diposumarto, 2017)with research results showing that these results were obtained from the direct influence of Competency on Performance which was 7.1%, and which was indirect or through its relationship with Training was 1.2%.

Likewise, what is expected by PT. Mukti Lestari Harapan Jaya Village, Indragiri Hilir Regency as a company operating in the field of acacia tree nurseries. From initial observations made directly, it is clear that employee productivity still does not meet the targets that have been set, because the results of acacia tree seedlings are still low. To ensure this, further research needs to be carried out regarding employee productivity. This research uses internal motivation as a mediating variable, productivity as the dependent variable, and focuses on internal motivation so that it can be different from existing research.

Literature review

Competence

Competence refers to the characteristics that underlie behavior that describe the motives, personal characteristics (characteristics), self-concept, values, knowledge or skills that a superior performer brings to the workplace. Competence, which is claimed as basic characteristics consisting of knowledge, skills, ability, and attitude, is predicted to have mutual connection with productivity at work (Spencer & Spencer, 1993). The study of (Heriyanto et al., 2018) found out how competence directly affects work performance of tax office employees. It was further claimed that their competence determines their service to taxpayers. Competence was also detected to give huge impact on lecturers' performance when providing academic service to students (Utama et al., 2017). (Ngui, Enock Manani, 2019) found out suggestive potential of competence to upgrade employee job performance. Therefore, competence renewal is highly recommended

Competency indicators according to Spencer and Spencer in Sutrisno (2016:206), there are five aspects, namely:*Motives*, is something where someone consistently thinks so that he takes action. For example, people who have achievement motivation consistently develop goals that challenge themselves and take full responsibility for achieving these goals and expect feedback to improve themselves.*Traits*, is the disposition that makes people behave or how someone responds to things in a certain way. For example, self-confidence, self-control, stress, or fortitude. *Self concept*, are the attitudes and values that a person has. Attitudes and values are measured through tests on respondents to find out what values a person has, what makes someone interested in doing something. For example, someone who is considered to be a leader should have leadership behavior so there is a need for a test regarding leadership ability. *Knowledge*, is the information a person has for a particular field. Knowledge is a complex competency. Scores on knowledge tests often fail to predict HR productivity because they fail to measure knowledge and skills as to what should be done on the job. Knowledge tests measure the test taker's ability to choose the most correct answer, but cannot see whether someone can do the job based on the knowledge they have. *Skills*, is the ability to carry out a certain task both physically and mentally. For example, a computer programmer creates a program related to HR MIS.

H1: Effect of Competency on Employee Productivity.

Training

Training is a series of individual activities to systematically improve skills and knowledge so that they are able to have professional performance in their field. (Widodo, 2015:82) Training is a process of systematically changing employee behavior to achieve organizational goals. Training is related to the employee's skills and abilities to carry out the current job. (Rivai and Sagala, 2011:212)

Indicators of training are as follows: (Rivai and Sagala, 2011:219) Training Material (Training Content), namely, whether the content of the training program is relevant and in line with training needs is up to date. Training Methods, whether the training methods provided are appropriate for the subject and whether the training methods suit the training participants' learning styles. Attitude and Skills of the Instructor/Trainer, does the instructor have attitudes and delivery skills that encourage people to learn? Length of Training Time, namely how long it takes to provide the main material that must be studied and how fast the tempo of delivery of the material is. Training Facilities, whether the training venue can be controlled by the instructor, whether it is relevant to the type of training and whether the food is satisfactory.

H2: The Effect of Training on Employee Productivity.

Motivation

Motivation is a condition that moves employees to be able to achieve the goals of their motives. (Mangkunegara, 2011:91). Motivation is a factor that directs and encourages a person's behavior or desire to carry out an activity which is expressed in the form of hard or weak effort. (Hariandja, 2011:320). Motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. (Rivai, 2011:87)

A person's motivation is greatly influenced by two factors, namely: (Hasibuan, 2012:144)

- a. Internal factors, factors that originate from within the individual, consist of:
 - 1) Perception. Individuals regarding themselves, whether someone is motivated or not to do something depends a lot on cognitive processes in the form of perception. A person's perception of himself will encourage and direct a person's behavior to act.
 - 2) Self-esteem and achievement. This factor encourages or directs individuals (motivates) to strive to become independent, strong individuals, and to gain freedom and obtain a certain status in society. And can encourage individuals to achieve.
 - 3) Hope. There are hopes for the future. This hope is objective information from the environment that influences a person's subjective attitudes and feelings. Expectations are the goals of behavior.
 - 4) Need. Humans are motivated by the need to make themselves fully functional, so that they can reach their total potential. Needs will encourage and direct a person to seek or avoid, direct and respond to the pressure they experience.
 - 5) Job satisfaction. It is more of an affective impulse that arises within the individual to achieve the desired goal or goal of a behavior.
- b. External Factors. Factors originating from outside the individual, consisting of:
 - 1) Workload, the encouragement to work at a certain workload in accordance with the available work objects will direct the individual to determine the attitude or choice of work to be pursued. This condition can also be influenced by the extent of the reward value of the work object in question.
 - 2) Work groups that individuals join. The work group or organization that an individual joins can encourage or direct individual behavior in achieving a certain behavioral goal; The role of this group or organization can help individuals meet the needs for the values of truth, honesty, virtue and can provide meaning for individuals regarding their role in social life.
 - 3) Work environment. Every individual is encouraged to relate to their sense of ability to interact effectively with their environment.
 - 4) Acceptable reward system. Reward is a characteristic or quality of a satisfying object that is needed by someone that can influence motivation or can change the direction of behavior from one object to another object that has a greater reward value. A reward system can



encourage individuals to behave in achieving goals, behavior is seen as a goal, so that when the goal is achieved a reward will arise.

The indicators for measuring motivation are as follows: (Hariandja, 2011:325)

- a. Driving Force. Driving force is a kind of instinct, but only a broad impulse of force in a general direction. However, the methods used to pursue satisfaction with these driving forces are different for each individual according to their respective cultural backgrounds.
- b. Will. Will is the urge to do something because it is stimulated (there is influence) from outside oneself. This word indicates that something will be done as a reaction to a certain offer from outside.
- c. Willingness. Willingness is a form of agreement to another person's request so that he or she grants a certain request without feeling forced to carry out the request.
- d. Obligation. An obligation is something that must be carried out for something that is assigned to it.
- e. Objective. Goals are statements about the desired state of affairs that an organization or company intends to create and as statements about future states that the organization as a collectivity tries to bring about.

H3: The role of Internal Motivation in mediating the influence of Competency on Employee Productivity

Productivity

Productivity essentially includes an attitude that always holds the view that today's work methods must be better than yesterday's work methods and the results that can be achieved tomorrow must be greater or of higher quality than the results achieved today. (Komaruddin, 2010:76).

Productivity is a comparison between the results of work in the form of goods or services and the resources or energy used in a production process (Sayuti, 2013: 31).

Productivity is a mental attitude that emphasizes continuous efforts to adapt economic activities to changing conditions. A mental attitude to apply theories and methods and a firm belief in the progress of mankind. (Maryati, 2014:64). Factors that can influence productivity include: education, training and motivation (Sunyoto, 2012:42).

H4: The role of internal motivation in mediating training on employee productivity.

Research method

The population used in this research were all employees of PT. Mukti Lestari Harapan Jaya Village, Indragiri Hilir Regency. The sampling method used was the census method or saturated sample, the sample in this study was 45 people.

Method of collecting data

Data collection carried out in this research was by distributing questionnaires using Google Form. The variables used in compiling statements include variables regarding competence, training, internal motivation and productivity with a Likert scale of 1-5. This questionnaire was distributed to respondents, namely employees of PT. Mukti Lestari Desa Harapan Jaya, Kabupaten Indragiri Hulu. The distribution of the Google Form link was carried out by the leadership who had previously coordinated with researchers regarding the filling mechanism and the deadline for filling it.

Analytical instruments and techniques

The data analysis method that the author uses in this research is the PLS (Partial Least Squares) analysis method with SmartPLS software. As for inside there is :

1. Outer Model (Measurement Model)

The fit test of the measurement model is a fit test of the outer model by looking at convergent validity and discriminant validity.

2. Structural Model Testing (Inner Model)

Testing of the inner model or structural model in WarpPLS 7.0 consisting of testing: coefficient of determination (R-squared), model fit and quality indexes, predictive relevance (Q-squared), and

effect size (F-squared effect size). Structural model testing was carried out to see the relationship between variables in the research model.

3. Arranging Path Diagram Contrusions

This research was conducted to empirically test the influence of competency and training on productivity with internal motivation as a mediating variable.

Data analysis and result

Test Outer Model

1. Validity test

Table 1 Validity test					
Item		Outer Loading	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Competency (X1)	comm1	0.821	0.910	0.930	0.689
	comm2	0.836			
	comm3	0.808			
	comm4	0.872			
	comm5	0.860			
	comm6	0.782			
Internal Motivation (Z)	mi1	0.859	0.915	0.728	0.915
	mi2	0.860			
	mi3	0.837			
	mi4	0.856			
Training (X2)	mop1	0.834	0.904	0.926	0.677
	mop2	0.822			
	mop3	0.795			
	mop4	0.871			
	mop5	0.807			
	mop6	0.804			
Productivity (Y)	pro1	0.813	0.968	0.972	0.775
	pro2	0.878			
	pro3	0.910			
	pro4	0.886			
	pro5	0.892			
	pro6	0.911			
	pro7	0.900			
	pro8	0.875			
	Pro9	0.861			
	Pro10	0.824			

Based on the data in the table 1, it is found that the outer loading of all indicators is above 0.7, so the convergent validity is higher.

The results of the reliability test using Cronbach alpha, according to Ghazali (2011), an instrument is said to be reliable if it has a Cronbach alpha value > 0.7 . The results of the analysis in the table show that each variable has a Cronbach's alpha value > 0.7 . So it is concluded that all variables have a Cronbach alpha value > 0.7 and are reliable. The results of the composite reliability test where each variable's composite reliability value is greater than 0.6 can be concluded that all variables meet the composite reliability requirements. Test result *Average Variance Extracted* (AVE) obtained respectively. If the variable has an AVE value > 0.5 then it meets *Average Variance Extracted*.



Test the Inner Model

Coefficient of Determination (R²)

Table 2. Coefficient of Determination

	R Square	R Square Adjusted
Motivation (Z)	0.501	0.478
Productivity (Y)	0.803	0.788

Based on the data in the table 2 R² shows that variable Y can be explained by variables X1, R² shows that variable Z can be explained by variables X1 and X2 of 0.501 or 50.1%, while the remaining 49.9% is explained by other variables outside the research.

Hypothesis testing

Figure 1
Bootstrapping Results

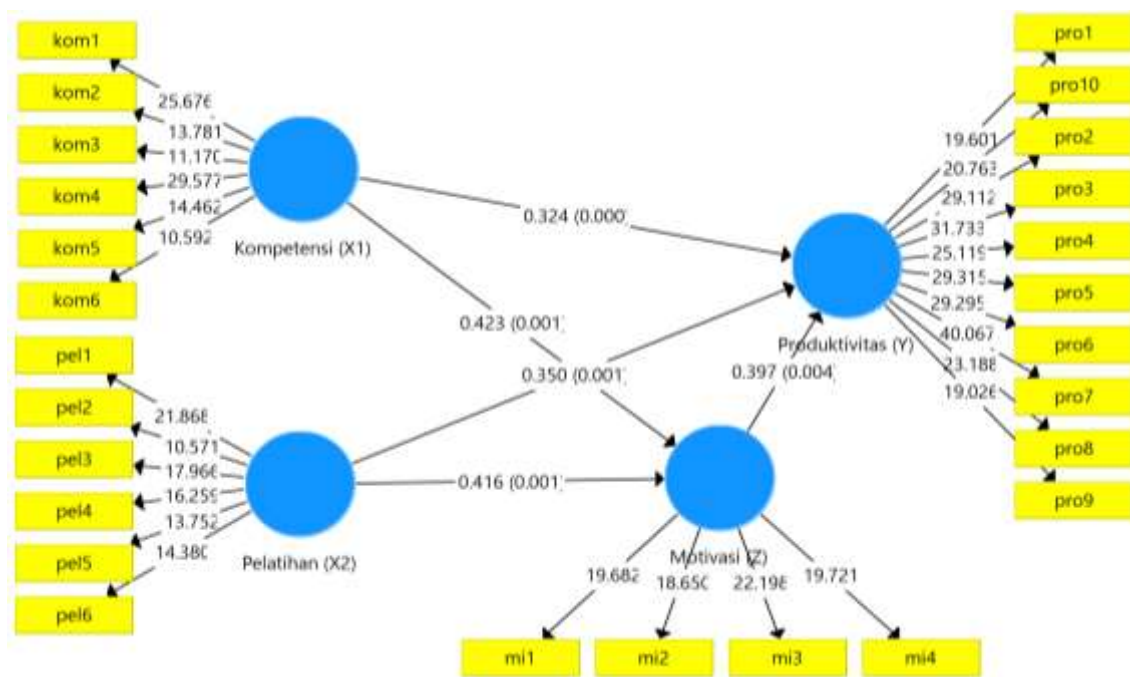


Table 3 . Direct Influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
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Competency (X1) -> Productivity (Y)	0.324	0.327	0.062	5,228	0,000
Training (X2) -> Productivity (Y)	0.350	0.362	0.100	3,499	0.001

Table 4. Indirect Influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O-STDEV))	P Values
Competency (X1) -> Internal Motivation (Z) -> Productivity (Y)	0.168	0.160	0.079	2,137	0.038
Training (X2) -> Internal Motivation (Z) -> Productivity (Y)	0.165	0.155	0.061	2,696	0.010

The t-statistical value for the influence of Thus, the hypothesis in this research is accepted. This means that Competency (X1) has a positive and significant effect on Productivity (Y) and is significantly mediated by Internal Motivation (Z), and The t-statistical value for the influence of Thus, the hypothesis in this research is accepted. This means that Training (X2) has a positive and significant effect on Productivity (Y) and is significantly mediated by Motivation (Z).

Discussion

The Effect of Competency on Productivity

Based on the results of the analysis, it shows that competence influences employee productivity. Study (Abubakar, 2018);(Setiarlan et al., 2022);(Lestari et al., 2021);(Rani et al., 2018);(Handling, n.d.);(Aprilyani, 2021)The results show that competence influences employee productivity. Further research from(Oh & Novita, 2019) And (Purnama et al., 2021) The results show that competency has no effect on employee productivity. Competency is a person's characteristics and qualifications that can be obtained through training to achieve superior work results. Of course, work productivity will increase along with the increase in individual employees' ability to complete their work. Competent employees will have the ability and desire to quickly complete the work they do

The Effect of Training on Productivity

The research results show that training has an effect on employee productivity. Research from (Faslah & Intan Astrini, 2014); (Cholis, 2013); (Khadafi, 2016); (Rumahlailan et al., 2018); (Budiarta et al., 2015); (Aprilyani, 2021) The results obtained showed that training had an effect on employee productivity. Further research from (Habibie & Widyastuti, 2017) and (Afif & Winarningsih, 2018)The results show that training has no effect on employee productivity. The training provided by the company to employees is intended to maintain and increase employee productivity. Good training will create benefits and positive impacts for employees and the company. By increasing employee knowledge about competitors, new technology, increasing work effectiveness, creativity and innovation so that employees become more competitive and productive in doing their work

The Influence of Competency on Productivity through Internal Motivation

The research results show that competence indirectly influences employee productivity through internal motivation. Empirical studies relating to the role of motivation in mediating the influence of

competence and training on employee productivity can be seen from the results of research conducted by (Sumbogo & Diposumarto, 2017) with research results showing that these results were obtained from the direct influence of Competency on Performance which was 7.1%, and which was indirect or through its relationship with Training was 1.2%. Therefore, it can be concluded that to increase productivity, the thing that needs to be considered is the employee's own internal motivation, how employees can continue to motivate themselves to work well and produce good work, from this it can also be said that the company must also provide adequate encouragement and support. can increase productivity by placing employees according to the employee's competencies.

The Effect of Training on Productivity through Internal Motivation

The research results show that training indirectly influences employee productivity through internal motivation. The thing that needs to be considered to increase employee productivity is the employee's own competence. This competence itself can be improved with training activities that are relevant to daily work.

CONCLUSION

Research on employees at PT. Mukti Lestari Harapan Jaya Village, Indragiri Hilir Regency, found that competency and training directly influence employee productivity, apart from that, competency and training also indirectly influence employee productivity with internal motivation as a mediating variable. From this it can be concluded that the role of internal motivation is very important to increase employee productivity. Placement of employees according to their competencies is also important, so that employees can work effectively. Apart from that, employee competency also needs to be improved by participating in training that is relevant to their daily work.

The conclusion above is the result of research that has been carried out, so the author provides suggestions, so that companies continue to provide encouragement to employees so that employee internal motivation continues to increase, in addition to that, the competencies that employees already have must be maintained and continuously improved by carrying out training activities that relevant to daily work. This research only uses the variables competency, training, motivation internal vation and productivity so that further research is expected to have additions variables such as work environment, organizational commitment, working hours and others. Future research is expected to be able to carry out direct observations by conducting interview sessions both with employees and also with leaders as one method of collecting data other than distributing questionnaires, to provide an overview of productivity can be described in more detail.

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