

Study on Successful Participatory Planning: Role of Executive Branch, Public Innovation, and Executive Branch Response

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Abstract: *The purpose of this study is to examine the role of branch response is mediating influence of innovation culture towards successful participatory planning in Mataram City. This study was a quantitative study. It was conducted in Mataram City, West Nusa Tenggara. As the capital city of West Nusa Tenggara, it is considered as the barometer of cities and municipalities in the province. The population was all stakeholders participated in participatory planning in Mataram City namely, public figure, executive branch (village/ sub-region, region and city level), and independent institutions. The sampling method was nonprobability sampling namely quota sampling, where quota referred to sub-district, district and cities as well as public figures and NGO. The respondents were 46 stakeholders, 89 executive branches (village/ sub-region, region and city level in Mataram) and 2 members of independent institutions (from village/ sub-district, district, and city level in Mataram. The data analysis method was Structural Equation Modeling (SEM). The finding provides important data for government and Regional House of Representative of West Nusa Tenggara, Indonesia. It can be used to improve Public Innovation Culture with orientation to Response of Executive Branch so government will not lose increasing need of the Executive Branch Response.*

Keywords: *Executive Branch, Public Innovation, Executive Branch Response.*

INTRODUCTION

Regional government should carry out a comprehensive, well-designed, sustainable and effective regional development planning in order to achieve welfare of the public in the future. Regional development objective and target, stated in Regional Medium-Term Development Plan (RPJMD) is to create a prosperous, fair, independent society who is capable of fulfilling its primary and secondary needs in all social levels.

Planning regional development, regional government should take into consideration basic principles of planning, efficiency, effectiveness, collaboration and justice as well as philosophy, local wisdom and interests of local society. Axiological and effective development planning policy is one emphasizing on sustainability that is a match between the current and previous development planning. Thus, regional government should make sure that all processes and stages follows public administration regulation.

Long-term, medium-term and short-term planning is an instrument to create welfare of the public in both micro and macro-scale. Welfare of the public is central to the goals of Indonesian institution. Therefore, a plan

should involve what, when, where and how development should be carried out in order to stimulate economic growth, social and political stability, and eventually welfare of the public.

Important process in developing RPJMD of Mataram City is an understanding that, unlike all cities in the province, Mataram is the capital city of West Nusa Tenggara and thus, it is considered as the center of regional government, education and business in West Nusa Tenggara. Mataram City is the barometer of cities and municipalities in the province. There is a tendency that local community-based development planning developed at district level may not be submitted to the city level since Mataram City has the most complex development planning issue being the largest city in West Nusa Tenggara. As an addition, although Mataram City is the center of trading, both goods and service, and social institutions, based on RPJMD of West Nusa Tenggara, HDI (Education sector) of Mataram City ranked the second out of 10 cities/ municipalities in the province after Bima City.

Innovation culture is central in developing a sustainable innovation capacity. To develop expected innovation culture, members of organization should share similar belief and have a thorough understanding (Simpson *et al.*, 2006). The major element of organizational culture is its effectiveness in developing system and implementing strategies to commitment and skills of employees (Knox, 2002). In this study, innovation culture that was formerly implemented in company or organization is implemented at public level. It is considered as one of the novelty of this study.

Public innovation promotes innovation, which results in a quality development planning proposal. Participatory planning in West Nusa Tenggara, more particularly in Mataram City will succeed. Indicators of successful participatory planning are increase of welfare of the public, public participation in development program, and sustainable development. Executive branch response is needed to make sure that local aspiration, development planning proposals developed by local community, is involved in regional development plan. It is expected that local community is considered as High Importance and High Influence Stakeholders with increasing executive branch response. This role in modelling is called mediating, which is executive branch response is mediating influence of innovation culture towards successful participatory planning. It is considered as the first novelty of this study.

Independent institution is also central to successful participatory planning. Even at executive branch, it has significant contribution toward participatory planning. Independent institution is moderating influence of Executive Branch Response toward Successful Participatory Planning. This is considered as the second novelty of this research.

Literature Review and Development of Conceptual Framework

This research used the Strategic Management theory. The achievement of a company's competitive advantage needs to pay attention to the understanding of the nature of the company. Currently the theory that develops and adapts to the development of a knowledge-based economy is the theory of the firm (TFT). The theoretical framework is composed by several theories, such as resource-based view (RBV), dynamic capability view (DCV), knowledge-based view (KBV) and others.

Public Innovation Culture - Public independence is characterized by ability to use available resources to formulate, decide and carry out an effective problem-solving activity. Ability refers to cognitive, conative, psychomotor and affective ability as well as tangible resource. Learning is the key to achieve public independence. It allows members of society to gain empowerment, strength and capability pivotal for an independent decision-making gradually. These will develop innovation culture among community members. Innovation leads to a clear and specific implementation and well-thought design. Innovation is closely related to ideas or creativity. Brilliant idea combined with creativity will result in a spectacular innovation. Idea is central in creating breakthrough.

Dobni (2008) defined innovation culture as a multi-dimensional context that later is transformed into creativity, infrastructure to support innovation, operational behavior that affects market orientation and value, and environment to apply innovation. Thus, it can be concluded that innovation is a multi-dimensional aspect that refers to value, beliefs or assumption a group or organization needs to transform creativity into innovation.

Skills and adaptability have significant influence toward successful innovation. To create and apply innovative ideas, company should promote interaction between employees and appreciate their ideas. Collaboration is another essential element of creating innovation, developing trust, and problem-solving. Public innovation culture can be measured with these indicators, namely will, infrastructure, market orientation, and implementation context.

Role of Independent Institution - Independent means freedom, independence, and autonomous, without personal or institutional dominance. Free will cannot be manifested without any influence that significantly changes decision making or policy making. Philosophically, an autonomous institution is limited by goals set by the institution itself or higher authority which in further operation can no longer intervene independent function of the institution.

A country needs independent institution to solve issues that should not be intervened by any party. Government should be democratic, and, in its governance, Indonesia acknowledged constitutional democracy. This concept comprises of an idea that democratic government is one of which authority is limited and may not violate rights of its citizens. In other words, democratic government is constitutional government.

Government independent institution is often times semi-legislative, regulative, semi-administrative, and even semi-judicative. In constitutional system, these independent institutions should have clear position, role and mechanism and therefore, Purnadi Soerjono Soekanto stated that there is a need for a position/institution in a country that is responsible for authority, public service, human rights, and obligation towards public interest.

Muhtarom (2016) explained that functions of Public Empowerment Institution (LPM) are: (1) to accommodate public participation related to development planning and implementation; (2) to instill understanding and awareness toward The Five Pillars; (3) to identify and explore potentials of society members and encourage collaboration; (4) means of communication between government and society or between one member of society and another; (5) develop skills of community members; (6) encourage and train youth to participate in development program; (7) promote collaboration between institutions; and (8) other responsibilities that aim to promote an sustainable, independent regional government.

Responsiveness of Executive Branch - Executives are public institutions of Indonesia responsible as executor of law established by the legislature. Central executives consist of President and Vice President or Head of Regional Government in regional level. Executive branch is evaluated based on economic and social aspect, education or other variables associated to welfare of the public. Most of the responsibilities of the executive branch is stated on the fourth paragraph of the 1945 Constitution Preamble on August 18, 1945, namely, to create welfare of the public, promote education, and participate in efforts that promotes peace based on independence, peace and social justice.

Executive branch is an institution responsible for implementing the laws the House of Representatives has established. In other words, task and responsibility of executive branch in Indonesia is as executor of the legislatures. As an addition, they are also stated in 1945 Constitution, particularly task and authority of regional government. Hence, Indonesian State Administration is stated in 1945 Constitution. Implementation of 1945 Constitution allows Indonesian government to achieve the goals and ideals of the nation.

Rourke (2010) showed that US Government (President Reagan) had such powerful position to secure executive branch response toward his policy objectives. His clear public philosophy allowed President Reagan

to send a stronger signal on his policy commitment than his predecessor. It is evident that network opposed to the White House in social security and environmental protection sectors has a strong influence toward effort to change government program.

Successful Participatory Planning - Participation refers to psychological and emotional involvement of an individual in a group that encourages them to contribute to objectives of the group and share responsibility. Participatory management is related to organization, employees, and stakeholder particularly in decision-making. The key of participatory management is to develop an established management system, such as quality assurance, human relations, integration of design (planning) and teamwork, critical factor toward competitive advantage for public or private organization.

Successful development requires a clear plan that accommodates public interest. Thus, development planning should involve public participation, for example through consultation and Development Planning Forum (Musrenbang). Musrenbang is a forum where authority and stakeholders develop regional development planning in their territory. Musrenbang comprises several stages, namely planning, discussion and making list of priorities, preparation, and post activities.

Participatory management is derived from the word “management” and “participation.” The former word, “management” has evolved throughout the years in terms of meaning, ideas, information-processing, concept, and theory from academics and experts. Theories on management was developed from Machiavelli in the 15th century, emphasizing on utilization of authority, Adam Smith who defined management as assigning task to employees or members of organization, and then Henry Fayol who focused on implementation of administration process. Other experts in management are Follet (management in dynamic behavior of organization), Max Weber (management in bureaucracy), and Mayo, MasLow, and Mc. Gregor (human behavior in management).

Recently, ‘management’ refers to all efforts, strategies or methods managers apply, either science or arts, in order to achieve goals of an organization. It is related to utilization of man, material, and money or “3M,” which consists of planning, organizing and actuating, controlling and evaluating.

Influence of Public Innovation Culture toward Response of Executive Branch. Greany *et al.* (2013)’s study entitled "Rebels against the system: Leadership agency and curriculum innovation in the context of school autonomy and accountability in England" showed all schools in England have adjusted their curricula so that they represent National Curriculum introduced in 2014, but very few schools took advantage of this opportunity to design an innovative curriculum that prepares students to face the 21st century. Galia *et al.* (2012) conducted a study entitled “Board composition and forms of innovation: does diversity make a difference?” and the finding showed that board composition has significant influence toward all types of innovation except innovation process. We found out that gender on the board has a positive, significant influence toward market innovation, a negative, significant influence toward product innovation, and gender has negative influence towards product innovation. Age has significant influence toward product innovation and negative influence toward innovation in organization. The findings provide topics for discussions on board composition and forms of innovation.

Influence of Response of Executive Branch toward Participatory Planning. Pedercini *et al.* (2018) conducted a study entitled “Integrated simulation for national development planning.” The finding showed that it increases decision-making quality. Other models cannot generate such important information (for example: pure economic model).

Influence of Role of Independent Institution toward Public Innovation Culture and Response of Executive Branch. Williams *et al.* (2015)’s study entitled "Corporate governance, the GFC and independent directors"

supported idea that companies made efforts to restore their accountability post -GFC through a more transparent government mechanism. However, such concern is enlarged in methods each company apply to meet corporate governance independence (ASX Requirements).

Influence of Independent Institution toward Response of Executive Branch and Successful Implementation of Participatory Planning. Andrews *et al.* (2017) conducted a study entitled “corporate governance and corporate performance: financial crisis (2008)” and revealed that only some perquisite consumption can minimize chaos. In terms of efficiency, companies should run their business in a larger scale to generate higher cost.

Research Method

This study was a quantitative study. It was conducted in Mataram City, West Nusa Tenggara. As the capital city of West Nusa Tenggara, it is considered as the barometer of cities and municipalities in the province. The population was all stakeholders participated in participatory planning in Mataram City namely, public figure, executive branch (village/ sub-region, region and city level), and independent institutions.

The sampling method was nonprobability sampling namely quota sampling, where quota referred to sub-district, district and cities as well as public figures and NGO. The respondents were 46 stakeholders, 89 executive branches (village/ sub-region, region and city level in Mataram) and 2 members of independent institutions (from village/ sub-district, district, and city level in Mataram).

The data analysis method was Structural Equation Modeling (SEM). The criteria for hypothesis-testing were t-statistic dan p value. The validity testing method was ítem analysis, where score of each item is correlated to total score of all items in a variable.

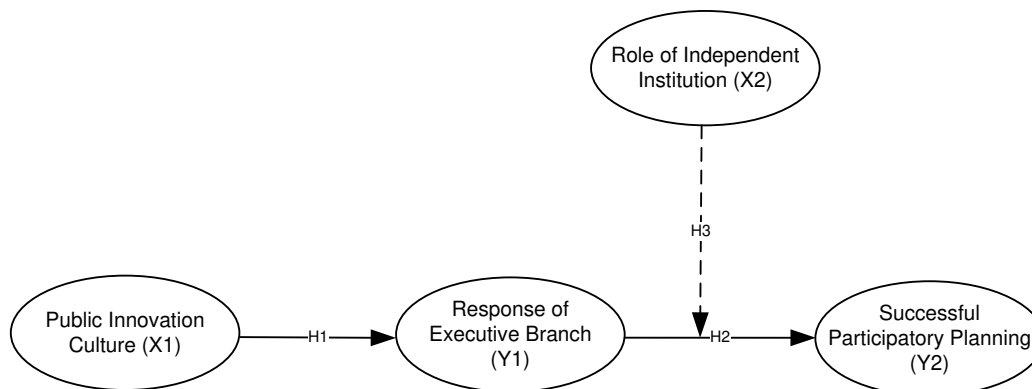


Figure 1. Conceptual Framework

Below are the research hypotheses:

H1: Public Innovation Culture has a significant effect on Response of Executive Branch

H2: Response of Executive Branch has a significant effect on Successful Participatory Planning

H3: Influence of Independent Institution has a significant effect toward Response of Executive Branch and Successful Implementation of Participatory Planning

Measurement Model

Struktural Equation Modeling (SEM) is a suitable analysis to evaluate simultaneously multiple exogenous and endogenous variables with multiple indicators. Questionnaire, the instrument, comprised of two exogenous and two endogenous variables. Prior to being distributed, the questionnaire was tested for its

validity and each variable was tested for its reliability. Validity testing for each item was tested with SPSS software. The analysis showed that all variables and indicators were valid and reliable.

WarpPLS is a powerful analysis method since it does not use multiple assumptions as its basis, such as variable. It may not have normal multivariate distribution, indicator in categorical, ordinal, and interval scale until ratio can be used for the same model, and minimum recommended participants are between 30 and 100 cases. Solimun et al. (2017: 40) explained that objective of WarpPLS is to obtain a powerful structural model used to make prediction. When structural model is designed without a strong theoretical foundation and making analysis of previous related studies, WarpPLS application is within model building framework. Result of analysis is primarily used for making prediction.

This section discusses loading factor representing weighing of each indicator. When loading factor of an indicator is positive and significant, the indicator is be used to formulate latent variable. At the opposite, when its loading factor is negative and not significant, it is no longer part of the variable in order to simplify data interpretation. Table 1 describes average score and outer loading factor of each indicator in this study.

Table 1. Average Score and Outer Loading of Each Indicator

Variabel	Indicator	Mean	Loading Factor	P-value	Inf.
Public Innovation Culture (X1)	Intention (X11)	2,97	0,772	<0.005	Sign.
	Infrastrcture (X12)	4,01	0,711	<0.005	Sign.
	Market Orientation (X13)	3,70	0,731	<0.005	Sign.
	Implementation Context (X14)	2,98	0,695	<0.005	Sign.
Role of Independent Institution (X2)	Principle of Constitutionalism (X21)	3,40	0,771	<0.005	Sign.
	Principles of Checks and Balances (X22)	3,64	0,716	<0.005	Sign.
	Principles of Integration (X23)	3,49	0,717	<0.005	Sign.
	Principle of Community Benefit (X24)	3,73	0,706	<0.005	Sign.
Response of Executive Branch (Y1)	Recognizing Community Needs (Y11)	4,19	0,787	<0.005	Sign.
	Prioritize Services (Y12)	3,57	0,751	<0.005	Sign.
	Developing Public Service Programs (Y13)	4,02	0,850	<0.005	Sign.
Successful Participatory Planning (Y2)	Bear the Burden of Development (Y21)	4,16	0,824	<0.005	Sign.
	Receiving Back the Development Results (Y22)	4,01	0,831	<0.005	Sign.
	Realizing Creativity (Y23)	3,87	0,713	<0.005	Sign.

Based on Table 1, loading factor of all indicators was positive. As an addition, p-value of all indicators was lower than 0.05 (significant). It means SEM analysis was conducted in a situation where all indicators developed latent variable. The data analysis showed that the strongest indicator to measure Public Innovation (X1) was will in which loading factor was 0.772 and average score was 2.97. The strongest indicator to measure Role of Independent Institution (X2) was Constitutionalism in which loading factor was 0.771 and average score was 3.40. The strongest indicator to measure Response of Executive Branch (Y1) was Constitutionalism in which loading factor was 0.850 and average score was 4.02. At last, the strongest indicator to measure Participatory Planning (Y2) was taking advantage of result of development program where loading factor was 0.831 and average score was 4.01.

Linearity Assumption Testing

In SEM analysis, linearity assumption, assumption that requires linear relationship between variables, should be fulfilled prior to conducting data analysis. Linearity assumption uses Curve Fit method where relationship between variables is linear when one of these conditions is fulfilled (1) linear model is significant (linear model sig < 0.05), (2) linear model was not significant and all models may be non-significant (linear model sig > 0.05, and sig of model other than linear model > 0.05). The analysis showed that the significance < 0.05 and thus, the model was considered linear and fulfilled all of the assumptions.

Table 2. Linearity Assumption Testing

No	Relation	Result	Information
1	Public Innovation Culture (X1) to Response of Executive Branch (Y1)	Model Linear Significant (Sig Linear = 0.000 < 0.05)	Linear
2	Response of Executive Branch (Y1) to Successful Participatory Planning (Y2)	Model Linear Significant (Sig Linear = 0.000 < 0.05)	Linear
3	Role of Independent Institution (X2) between Response of Executive Branch (Y1) and Successful Participatory Planning (Y2)	Model Linear Significant (Sig Linear = 0.000 < 0.05)	Linear

Goodness of Fit

Theoretical model, in conceptual framework, is fit when it is supported by empirical data. Goodness of fit overall model is developed based on result of SEM analysis.

Table 3. Result of Goodness of Fit Model

Criteria	Indicator	Model Result	Information
APC	Significant if $p < 0.05$	0,192	Good
ARS	Significant if $p < 0.05$	0.299	
AARS	Significant if $p < 0.05$	0.951	Good
AVIF	Accept if ≤ 5 Ideal if ≤ 3.3	0.211	Good
AFVIV	Accept if ≤ 5 Ideal if ≤ 3.3	1,098	Good
SPR	Accept if ≥ 0.7 Ideal if = 1	1,429	Good
RSCR	Accept if ≥ 0.9 Ideal if = 1	0,828	Good
SSR	Accept if ≥ 0.7	1,000	Good
NLBCCR	Accept if ≥ 0.7	0,875	Good

Based on Table 3, APC, ARS, and AARS testing, p-value was lower than 0.05 (significant). As an addition, AVIF and AFVIF scores were ideal as they were lower than 3.3. SPR, RSCR, SSR, NLBCDR scores were acceptable. Therefore, the result of Goodness of Fit has met all criteria. As the result, the authors proceeded to hypothesis-testing and interpretation.

Structural Equation Modeling Analysis

Inner model explains causal relationship, direct or indirect, between variables in scientific research. Degree of this relationship is represented by path coefficient. The higher the path coefficient is, the stronger the causal

relationship is. Causal relationship direction is shown based on direction of the path coefficient, positive or negative. P-value represents significance of causal relationship. A variable has significant influence toward another one when p-value is lower than 0.05 (error tolerance). Hypothesis-testing result is summarized in Table 4.

Table 4. Path Coefficient Direct Effects and Effects of Moderation Variables

Relation Between Variable	Path Coef.	p-values	Information
Public Innovation Culture (X1) to Response of Executive Branch (Y1)	0.28**	<0.01	Significant
Response of Executive Branch (Y1) to Successful Participatory Planning (Y2)	0.48**	<0.01	Significant
Role of Independent Institution (X2) as a moderation between Response of Executive Branch (Y1) and Successful Participatory Planning (Y2)	-0.11 ^{ns}	0.10	Not Significant

Source: Data Analysis (2019)

Description: * significant at $\alpha 5\%$, ** significant at $\alpha 1\%$, ^{ns} not significant

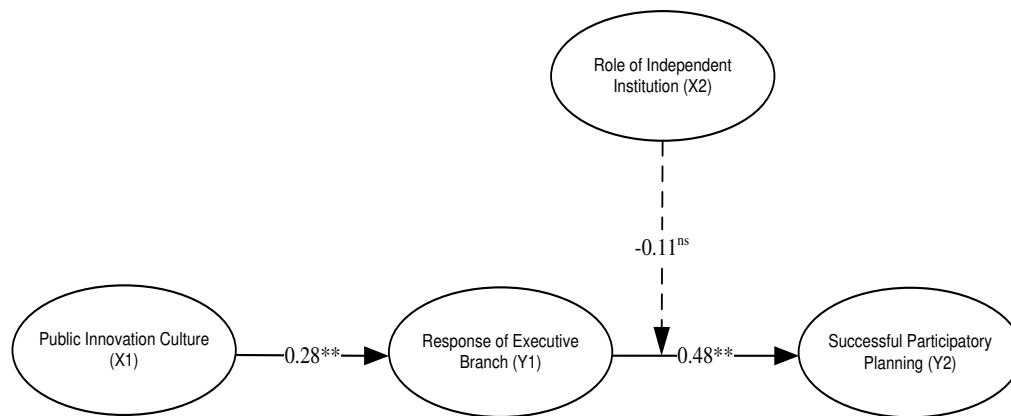


Figure 2. Conceptual Framework

Besides a direct and moderating influence, Public Innovation Culture (X1) has indirect influence towards Successful Participatory Planning (Y2). This indirect influence is represented through the following equation: Through Y1: $0.28 \times 0.48 = 0.134$, p-value = 0.033

Based on the equation, Response of Executive Branch (Y1) was mediating influence of Public Innovation Culture (X1) toward Successful Participatory Planning (Y2) with indirect path coefficient of 0.134 and p-value of 0.033.

Discussion

H1: The Effect of Public Innovation Culture on Response of Executive Branch

Public Innovation Culture (XI) has direct and significant influence towards Response of Executive Branch (Y1) with structural coefficient of 0.28, and p-value of <0.01. Positive coefficient indicates that relationship between both variables is positive, which means the higher Public Innovation Culture (XI) is, the higher Response of Executive Branch (Y1) will be;

H2: The Effect of Executive Branch on Successful Participatory Planning

Analysis on direct influence between Response of Executive Branch (Y1) and Successful Participatory Planning (Y2) resulted in structural coefficient of 0.48, and p-value of <0.01. Since the p-value is < 0.05, Y1 has significant influence toward (Y2). Positive structural coefficient indicates that relationship between the

variables is positive. It means the higher Response of Executive Branch (Y1) is, the higher Successful Participatory Planning (Y2) will be.

H3: The Effect of Independent Institution as a moderation between Response of Executive Branch and Successful Participatory Planning

Analysis on direct influence of Response of Independent Institution (X2) as moderating variable between Response of Executive Branch (Y1) toward Successful Participatory Planning (Y2) results in structural coefficient of -0.11, and p-value of 0.10. Since the p-value is >0.05 , X2 is not moderating influence of Y1 toward Y2. Negative structural coefficient indicates relationship between Y1 and Y2 is negative. It means higher Role of Independent Institution (X2) will decrease influence of Response of Executive Branch (Y1) toward Successful Participatory Planning (Y2). Here is the figure of direct effect:

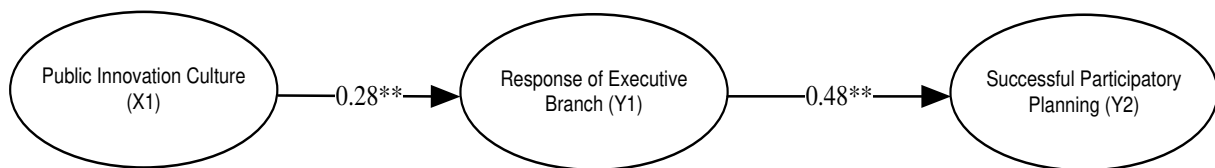


Figure 3. Direct Effect

Conclusion

This study has an important contribution to further study on Public Innovation Culture, Response of Executive Branch, Role of Independent Institution, and Successful Participatory Planning. There are very few literatures discussing relationship between these variables. Previous studies only emphasized that implementation of Participatory Planning cannot run smoothly when organization depends solely on response of executive branch without taking into consideration variables related to variables related to successful management. Based on this study, in order to be successful, Participatory Planning should take into account Public Innovation Culture, Response of Executive Branch and Role of Independent Institution.

Furthermore, this study contributes to two studies that have not been conducted yet: (i) response of executive branch as mediating variable between influence of innovation culture toward successful participatory planning; and (ii) independent institution as moderating variable between influence of response of executive branch toward successful participatory planning. Very few researchers discussed these topics and as the consequence, their proposition is lacking. The findings of this study at provide evidence on relationship between the variables. As an addition, this study also reveals some aspects many predict have strong influence toward each variable. As an example: (i) Will; (ii) Infrastructure; (iii) Market Orientation; and (iv) Implementation Context for Public Innovation Culture. (i) Constitutionalism; (ii) Checks and Balances; (iii) Integration; and (iv) Benefit for the Society for Role of Independent Institution. (i) Introduction toward Public Interest; (ii) Priority on Service; and (iii) Developing Public Service Program for Response of Executive Branch. (i) Awareness toward Development Program; (ii) Taking Advantage of Result of Development Program; and (iii) Developing Creativity for Successful Participatory Planning.

This study also has practical contribution as it applies/ evaluates theory into the real world. The finding provides important data for government and Regional House of Representative of West Nusa Tenggara, Indonesia. It can be used to improve Public Innovation Culture with orientation to Response of Executive Branch so government will not lose increasing need of the Executive Branch Response. There are several obstacles in implementing participatory planning, such as to Executive Branch of West Nusa Tenggara difficulty in applying profit-oriented checks and balances to bring social change.

Limitation of the Study

The instrument in this quantitative study is questionnaire. This study has two limitations. First, the research is unable to control whether or not the respondents gave their honest response while filling out the questionnaire and thus, even though the data are valid and reliable, this study is unable this aspect in a precise manner. Secondly, this study only used Public Innovation Culture (X1), Response of Executive Branch (X2), and Role of Independent Institution (Y1) as predictors of Successful Participatory Planning (Y2).

Recommendation

Based on the analysis, to achieve Successful Participatory Planning, government of Mataram City should make the following efforts: 1) pay careful attention to Response of Executive Branch as it has major influence towards Successful Participatory Planning, 2) increasing Public Innovation Culture (X1) is a method to increase Response of Executive Branch. 3) The model can only explain 31% of Successful Participatory Planning in Mataram City. Therefore, future studies should focus on other variables affecting Successful Participatory Planning in Mataram City, for instance to involve other variables that influence Response of Executive Branch (Y1).

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