

IMPROVING THE SUPERIOR APPARATUS PERFORMANCE BY CONSIDERING SATISFACTION, COMPETENCE AND MOTIVATION

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Abstract: *This study aims to identify and analyze the empirical evidences and find clarity of competence, motivation, work environment, job satisfaction phenomena, and performance of employees of the Secretariat of the House of Representatives at District/City in the province of Aceh, as well as to identify and analyze the evidences of the effect of competence, motivation and working environments on job satisfaction apparatus partially or simultaneously, and evidence of the influence of job satisfaction on the performance of the apparatus.*

This research is explanatory survey method. Research was carried out on employees of the Secretariat of the House of Representatives at District/City in NAD 2 implementing services to the community. The sample selection used proportional random cluster sampling method. Data were collected using a questionnaire with Likert scale and documentation. Analysis requirement's test used validity, reliability, normality, as well as the assumption of goodness of fit (GOF). The analytical method used is the analysis of structural equation modeling (SEM) with the assistance of LISREL 8.70 program.

The results of this study indicate that the competence, motivation, work environment, job satisfaction, and performance of the apparatus at the Secretariat of the House of Representatives District and City of NAD 2 in the province of Aceh in the excellence category. Employees' competence, motivation and work environment simultaneously affect on job satisfaction of employees. These results indicate that employees' satisfaction can be achieved optimally when driven by these three variables. Job satisfaction is proved to affect the performance of the apparatus. These results indicate that job satisfaction is one of the determining factors to achieve optimal performance of the apparatus.

Keywords: *Competence, motivation, work environment, satisfaction and employee performance.*

1. INTRODUCTION

In the environment of Local Government, the role of employees either individually or in groups is very important and decisive. Employees as an asset and a key element in the organization play a very decisive in achieving organizational goals. All the elements of organizational resources will not function without managed

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by the man who is the prime mover running of the organization. In every activity it must be timely and acceptable under the work plan set forth or otherwise has the effectiveness and high performance. Without a good performance or height of the aperture is difficult for an organization in the process of achieving its objectives. As stated by Steers (1985: 205) that without a good performance at all levels of the organization, achieving goals and success of the organization fall into something very difficult and even impossible.

Accordingly, that local government officials were able to demonstrate optimal performance by dismissing negative ideas about government officials over the years, the capacity of officials should always be improved, especially in organizing the administration and development which is prerequisite for creating an ideal personnel resources. According to Idrus (1998:135) apparatus that high knowledgeable, professional, vision far ahead, broad-minded, responsible, clean and respectable, disciplined, dedicated, creative and innovative, and have the entrepreneurial spirit. The development of personnel resources is very important because it can improve the ability of both apparatus profesionalnya capabilities, improve the ability of his insights, his leadership ability and the ability of devotion that will ultimately improve the performance of an apparatus (Notoatmodjo, 2003:38). The development apparatus into something very important to increase capacity in order to improve the performance of the apparatus in order to give effect to better service.

Competence is required in perfecting the performance assessment because competence can be clarified through an analysis of the criteria in determining the effectiveness of managers as well as other individuals. Competence can also be used to test the performance evaluation of whether it is effective or need improvement. Dessler (2004:713) said competency refers to the character of knowledge, skills, abilities of each individual or characters that affect job performance of individuals directly. According Moehariono (2009:8) competency has a causal relationship with the performance of one's employees, as well as competence consisting of motive, trait, self-concept and skills as well as knowledge expected to be able to predict a person's behavior that can ultimately predict the performance of the person. Basically an organization not only expect employees who have the competence, capability and skill but also their willingness to work diligently to achieve optimal results. This means that they have the impetus or momentum for the work called motivation. Motivation is one important elements in a staffing agency, meaning that the motivation should be owned by every employee concerned.

Employees with good motivation will carry out every job as well as possible and directing all the capabilities to complete a job. Low motivation will harm the institution, due to the low motivation, objectives of the institution will be delayed.

Therefore, motivation is something important to be owned by employees. The importance of motivation as described by Koentjaraningrat in Sinulingga (2012:1) explaining that the mentality of development should be oriented to the future with an attitude of trust in his own abilities, proud of the work his own ability, have a sense of discipline and sensitive to the quality, as well as human resource focusing on achievement orientation. A similar opinion was expressed by McClelland in Robbins (1996:205) argues that high achievers distinguish themselves with others by their desire to finish things better. They look for situations, so that they can reach a personal responsibility to find solutions to problems, and they can prompt feedback on their performance, so they can find out easily whether they are better or not, and they can set goals of moderate challenge.

Another aspect considered important enough to have contribution to performance as described by Simamora (1995:415), saying that "individuals are motivated when they feel that the work environment provides comfort". Work environment for individuals and groups is an important thing to support the implementation of the completion of a job or a well done job. The work environment is a unity between the elements in it, such as the existing work culture, work climate, patterns of internal and external relationships even to the managed facilities in workplace. Related to the work environment that affect the sustainability of the organization, mainly related to human resources management function, Michael Harris (2000:14) dividing the internal environment and the external environment. Brenner in Taiwo (2009:300) explains that "asserted that the ability of employees within an organization to share knowledge throughout the system depends on the conditions of their work environment." It shows that there is a link between the working environment and employees' performance.

From the above statement, it is clear that the importance of the work environment to establish and create satisfaction and employees' performance. However, based on empirical facts, working conditions have not been fully maximized, so that it has an influence on satisfaction and employees' performance. Nevertheless, according to Saari and Judge A. (2004: 395) describing the importance of a job satisfaction for employees in order to establish a more professional attitude of employees, it is in line with Moynihan (2000: 2) which explains that there is a significant relationship between job satisfaction with employees' attitudes and performance of employees. This study aims to analyze

"Effect of competence, motivation and work environment on the job satisfaction and its implications on the performance of apparatus (Survey On the Secretariat of the House of Representatives at District/Municipality in the province of Aceh)."

Based on the research background, the formulation of the core of the problem is related to how and how much the effect of Competency, Motivation and Work Environment on Job Satisfaction and Its implication on Apparatus' performance.

2. THEORITICAL REVIEW

In this study competence uses a concept of SANKRI 2003, supported by several other conducive theory. Competence refers to the character of knowledge, skills, abilities of each individual or characters that affect job performance of individuals directly (Dessler, 2001). Employees' competency consists of technical competence, managerial competence/conceptual, social competence and intellectual competence/strategic (Covey, Roger and Rabecca Meril, SANKRI 1994 and 2003 as well as Moehersono, 2009). The concept of motivation used in this study refers to the theories of motivation (McClelland, 1987; Schultz and Sidney, 1993:232; Surya, 2003:112; Johnson and Schwitzgebel & Kalb in Djaali, 2008: 109). Motivation consists of challenging tasks' interest, personal responsibility, feedback's interest, innovative and durability.

The working environment in this study refers to the theory (Robbins, 2002; Simamora, 2004; Sarwono, 2005; Anwar Prabu M, 2009; Sedarmayanti, 2011), which consists of the physical working environment and the social/non-physical working environment. Job satisfaction in this study refers to the theory (Luthans 2006; Ruveni, 2005; Milton in Sigit, 2003), which consists of the work itself, wages/salaries, promotion, supervision, working groups and recognition. Performance of the apparatus in this study refers to Government Regulation No. 46 Year 2011; Dharma, 2002; Dessler, 1997; Torrington, D., Hall, L., Taylor, S, 2005; and Analoui, 2007, which consisted of employee goals and work behavior. Conceptually the research model is described as follows

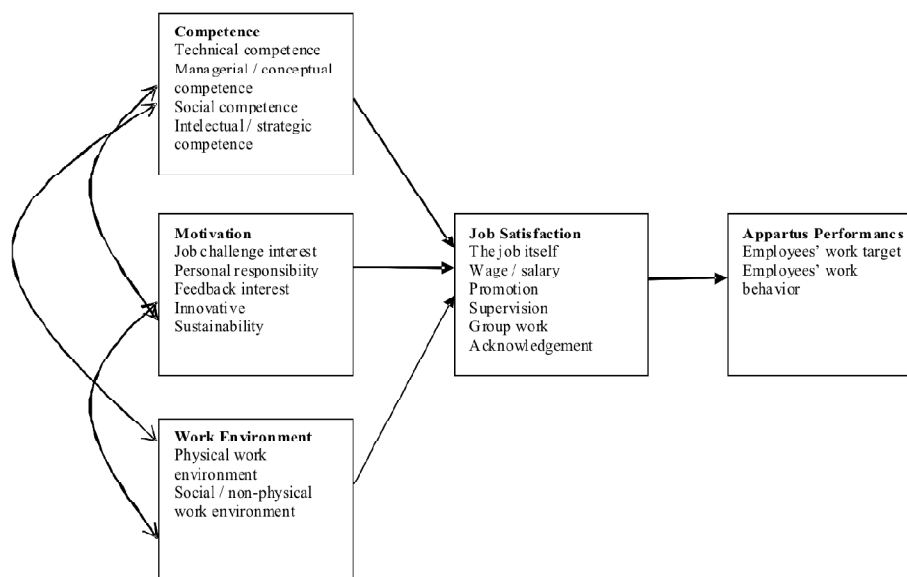


Figure 1: Theoretical Review

3. RESEARCH METHOD

The object of research focuses on the effect of competence, motivation, work environment on job satisfaction and its implications for the performance of Apparatus. The method used in this research is descriptive and inductive/ verification of trying to do the data collection, data presentation, data processing, data analysis and testing in order to obtain a decision and suggestions. Sources of data in this study are primary data and secondary data. Primary data were obtained from a questionnaire distributed directly to the secretariat DPRK Aceh Province NAD 2, in accordance to the study sample. Furthermore, the data obtained from interviews and discussions with employees, and the managerial as well as from the results of the assessment process taken from questionnaire originated from respondents. Secondary data used in this research is data obtained through library research. The sampling technique in this research is proportional random cluster sampling method, the sampling method of classification retrieval porposionally (Sukardi, 2003). The analysis technique used in this research is structural equation modeling. Before performing path analysis, research data must first be done first test of validity, reliability and normality of the data.

4. RESEARCH RESULT

1. Descriptive Analysis of Variables

Analysis of description of studied variables is intended to determine the behavior of variables that were examined based on the frequency, percentage, average value, standard deviation and range of values. The study of the variables descriptive research can be seen in the following table:

Table 1
Descriptive Results of Variables Studied

No	Variable	Mean	Std.dev	Range	Category
1.	Employees' competence	3,224	0,998	2,227 s.d 4,222	moderateto good
2.	Motivation	3,295	0,880	2,415 s.d 4,175	moderateto good
3.	Work environment	3,106	1,123	1,983 s.d 4,229	moderateto good
4.	Work satisfaction	2,959	1,119	1,840 s.d 4,078	moderateto good
5.	Aparatus performance	3,221	1,003	2,218 s.d 4,224	moderateto good

Based on Table 1 it can be informed that the employees' competence, motivation, work environment, job satisfaction, and performance of the apparatus is in the category of moderateto good. The highest value contained in the variable of motivation with average values of 3.224 and a standard deviation of 0.880, so the value range is between 2.415 up to 4.175. While the lowest value contained in the variable of job satisfaction with average values of 2.959 and a standard deviation of 1.119, so the value range is between 1.840 up to 4.078.

2. Analysis of Structural Equation Modeling (SEM)

Estimation techniques that will be used in the calculation of SEM is to use maximum likelihood. Nevertheless before forming a full model of SEM, it will first be tested on the factors which contributed to each variable. Testing will be done using confirmatory factor analysis models. Goodness of fit model, for confirmatory factor analysis will also be tested. With the assistance of the program, measures of goodness of fit will appear in the output.

Further conclusions on the goodness of fit for the model which has been built will be seen from the results of the measures of goodness of fit obtained. This stage is intended to evaluate the degree of fit between the data model, the validity and reliability of the measurement model as well as the significance of the coefficients of the structural models using SEM (Structural Equation Modeling) applications lisrel 8.70 describe the relationship between the constructs that have been hypothesized. The results of testing the suitability overall calculation model can be seen in the following table:

<i>Model Accuracy Index</i>	<i>Acceptable Goodness of Fit</i>	<i>Model index</i>	<i>Description</i>
Chi Square	The smaller the better ($P\text{-value} \geq 0,05$)	855,592	Close fit
Goodness of Fit Index (GFI)	$GFI \geq 0,90$ = Good Fit dan $0,80 \leq GFI < 0,90$ = Marginal Fit	0,892	Marginal fit
Root Mean Residual (RMR)	$RMR \leq 0,05$ = good fit	0,0527	Marginal fit
Root Mean Square Error of Approximation (RMSEA)	$RMSEA \leq 0,08$ = good fit dan $RMSEA \leq 0,05$ = close fit	0,077	Good fit
Adjusted Goodness of Fit Index (AGFI)	Range from 0-1, the higher the better $AGFI \geq 0,90$ = good fit dan $0,80 \leq AGFI < 0,90$ = marginal fit	0,896	Marginal fit
Tucker-Lewis Index (TLI)	$TLI \geq 9,0$ good fit $8,0 \leq TLI < 9,0$ marginal fit	0,742	Marginal fit
Normed Fit Index (NFI)	$NFI \geq 9,0$ good fit, $8,0 \leq NFI < 9,0$ marginal fit	0,896	Marginal fit
Incremental Fit Index (IFI)	$IFI \geq 9,0$ good fit, $8,0 \leq IFI < 9,0$ marginal fit.	0,912	Good fit
Comparative Fit Index (CFI)	$CFI \geq 9,0$ good fit, while $8,0 \leq CFI < 9,0$ marginal fit	0,912	Good fit
Relative Fit Index (RFI)	$RFI \geq 9,0$ good fit, while $8,0 \leq RFI < 9,0$ marginal fit	0,878	Marginal fit

From the table it can be seen that the test results match the overall model of SEM. The test results in a row looked at Chi-square index of 855.592 in the category of close fit because it is based on the number of samples > 200 , GFI amounted to 0.892 in the category of marginal fit, RMR at 0.0527 in the category of marginal fit, RMSEA of 0.077 in category good fit, AGFI amounted to 0.896 in the category of

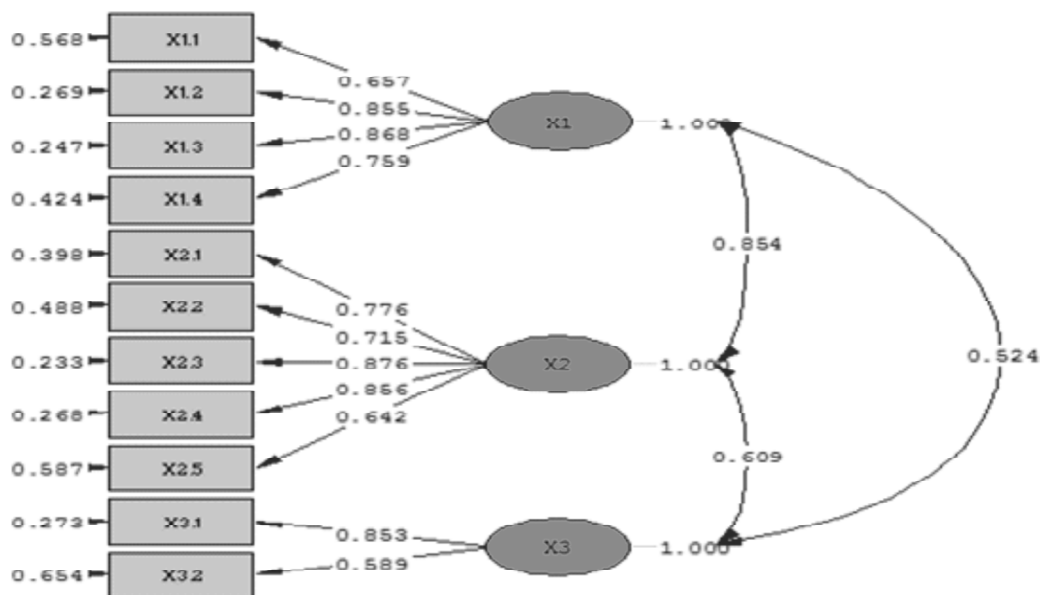
marginal fit, TLI amounted to 0.742 in the category of marginal fit, NFI amounted to 0.896 in the category of marginal fit, IFI 0.912 in the category of good fit, CFI of 0.912 in the category of good fit and RFI amounted to 0.878 in the category of marginal fit. From these tests it can be concluded that the majority of the testing model fit SEM was in marginal fit, while other results indicate a close fit only in testing chi-square, it increases because the sample size > 200, then it is still considered moderate with the value of 855.592 and excellent test results contained in RMSEA value, IFI and CFI. Because the test results indicate good fit, then the model used in this study can be used as the basis of an analysis of the problem of this research.

3. The Confirmatory Factor Analysis

Confirmatory factor analysis in this study consists of a factor analysis of the exogenous variables and endogenous variables. Exogenous variables consist of competence, motivation and work environment variables. While endogenous variables consist of job satisfaction and performance of the apparatus variables.

(a) Confirmatory Factor Analysis of Exogenous Construct

Confirmatory factor analysis phase aims to test the exogenous construct's unidimensionalitas of dimensions forming the respective latent variable. Latent variables or exogenous construct consists of 11 observed variables as a constituent. The results of data processing are shown in following figure:



Test the significance of the indicators were extracted in the form of latent variables, which can be obtained from the value of the standardized solution of each indicator. If the value obtained significant testing then this indicates that the indicators were good enough for the extracted form the latent variables. The following results are of significance testing each of the indicators in the form of latent variables.

Table 3
Direct Effect of Exogenous Variables with their Indicators

<i>Construct</i>	<i>Coefficient (λ)</i>	<i>Epsilon (δ)</i>	<i>C.R</i>
Technical Competence (X1.1) with Competence (X1)	0,657	0,568	10,486
Managerial Competence (X1.2) with Competence (X1)	0,855	0,269	15,233
Social Competence (X1.3) with Competence (X1)	0,868	0,247	15,581
Intellectual Competence (X1.4) with Competence (X1)	0,759	0,424	12,744
Job' challenge interest (X2.1) with employees' motivation (X2)	0,776	0,398	13,243
Personal responsibility (X2.2) with employees' motivation (X2)	0,715	0,448	11,819
Feedback' s interest (X2.3) with employees' motivation (X2)	0,876	0,233	15,956
Inovative (X2.4) with employees' motivation (X2)	0,856	0,268	15,376
Sustainability (X2.5) with employees' motivation (X2)	0,642	0,587	10,252
Physical work environment (X3.1) with work environment (X3)	0,853	0,273	11,101
Non-physical/social work environment (X3.2) with work environment (X3)	0,589	0,654	8,134

Results of confirmatory factor analysis on exogenous variables indicate that any indicators or dimensions forming respective latent variable generate a high significance, namely the Critical Ratio values are higher than 1,960 with probability <0.05. With this result, it can be said that the indicators forming the latent variable is an indicator or dimension both as a measuring tool. Furthermore, based on the confirmatory factor analysis, the research model for the exogenous variables can be used for further analysis.

(b) Confirmatory Factor Analysis of Endogenous Construct

Phase of confirmatory factor analysis of endogenous constructs is similar with confirmatory factor analysis for the exogenous variables, namely to test unidimensionalitas of dimensions forming respective latent variable. Latent variables or endogenous construct consists of 8 observed variables as a constituent. The results of data processing are shown in Figure as follows:

Test the significance of the indicators were extracted in the form of latent variables, can be obtained from the value of the standardized solution of each

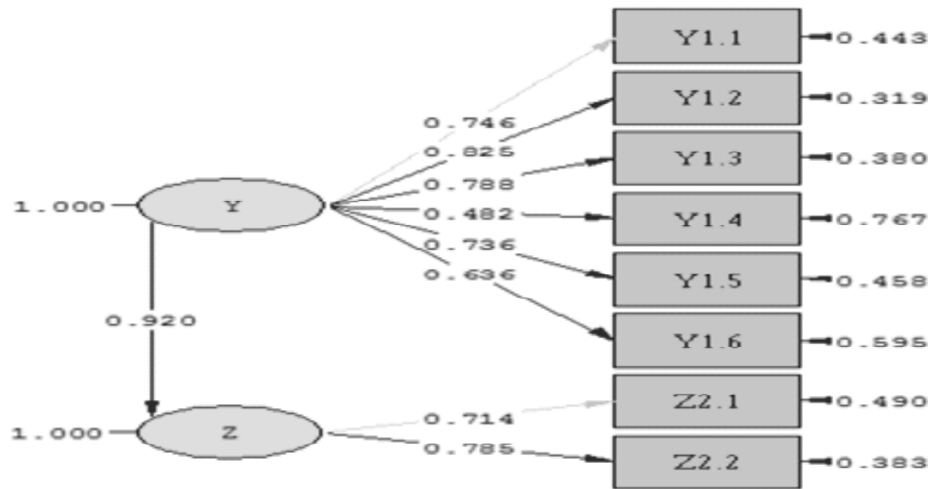


Figure 3: Results of the SEM confirmatory factor analysis

Source: Data processed by lisrel 8.70

indicator. If the value obtained significant testing then this indicates that the indicators were good enough for the extracted form the latent variables. The following results are of significance testing each of the indicators in the form of latent variables.

Table 4
Direct Effect of Endogenous Variables with their Indicators

Construct	Coefficient (λ)	Epsilon (δ)	C.R
The job itself (Y1.1) with work satisfaction (Y)	0,746	0,443	-
Salary (Y1.2) with work satisfaction (Y)	0,825	0,319	12,259
Promotion (Y1.3) with work satisfaction (Y)	0,788	0,380	11,650
Supervision (Y1.4) with work satisfaction (Y)	0,482	0,767	6,909
Work group (Y1.5) with work satisfaction (Y)	0,736	0,458	10,824
Acknowledgement (Y1.6) with work satisfaction (Y)	0,636	0,595	9,246
Employees' work target (Z2.1) with Apparatus performance (Z)	0,714	0,490	-
Work behavior (Z2.2) with Apparatus performance (Z)	0,785	0,383	10,201

Results of confirmatory factor analysis on endogenous variables indicate that any indicator or dimensions forming respective latent variables generates a high significance, namely the Critical Ratio values are > 1,960 with probability <0.05. With this result, it can be said that the indicators forming the latent variable is an indicator or dimension both as a measuring tool. Furthermore, based on the confirmatory factor analysis, the research model for the exogenous variables can be used for further analysis.

4. Research Model Structural Analysis

In this section it will be described the overall SEM analysis results of the built research model. The results of the overall analysis of the research model has been done by using statistical software lisrel 8.70. The result can be seen in the following figure.

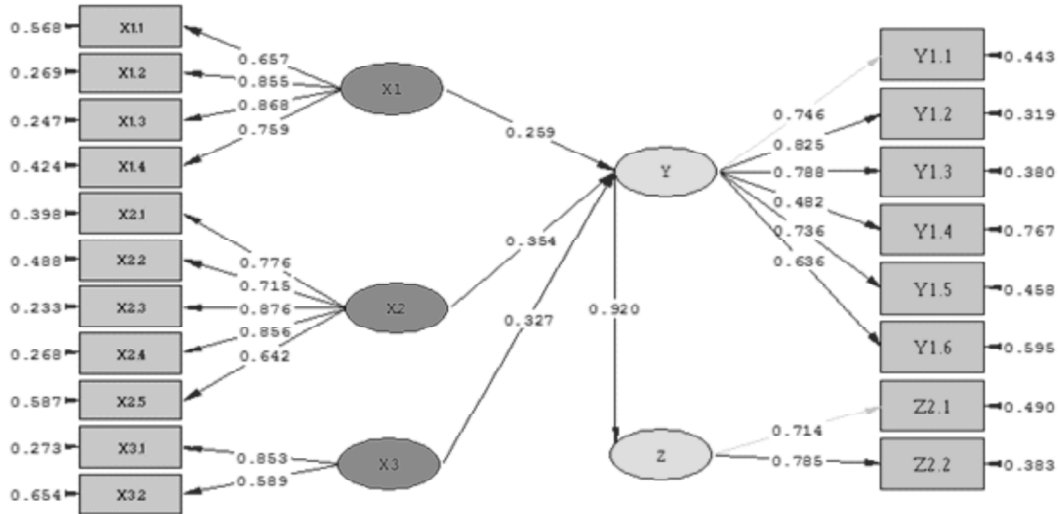


Figure 4. Results of 4 SEM Confirmatory Factor Analysis

Source: Data processed by lisrel 8.70

Based on the figure above, the information obtained shows the correlation matrix analysis that deliniates correlation between exogenous variables and the covariance matrix is used to analyze the effect from exogenous variables on endogenous variables either simultaneously or partially. Correlation analysis between exogenous variables can be seen in the following table:

Table 5
Matrix of Correlation among Exogenous Variables

Construct	Competence (X_1)	Motivation (X_2)	Work Environment (X_3)
Competence (X_1)	1,000	-	-
Motivation (X_2)	0,854 (0,028)	-	-
Work Environment (X_3)	0,524 (0,069)	0,609 (0,064)	1,000
	7,614	9,549	

Based on Table above, it shows that the correlation coefficient between the variables of competence and motivation is as much as 0,854. This value is included in the category of very high correlation. This means that between competence and motivation occurs interdependence of each other so that the competence of the

employees in the Secretariat of the House of Representatives District/Municipality in the province of Aceh will be better when accompanied by a high motivation.

Correlation between the competence and the working environment values obtained 0.524. This value indicate that the correlation includes in the moderate category. This indicates that the two variables are related to each other quite closely, meaning that the employees' competence variable can develop optimally if it is fully supported by the safe and comfortable work environment. Correlation between motivation and work environment shows the value of 0.609. This value is included in the category of high correlation, that is to say, both these variables have a strong link, so the motivation will arise if supported by a conducive working environment, which is stable and comfortable in creating employees' morale.

Table 6
Calculation Summary of Structural Effect Contribution I (%)

Variables	Direct Effect (1)	Indirect Effect (through)			Amount of Indirect Effect (2)	Total (1+2)
		Competence	Motivation	Work Environment		
Competence	6,708	-	7,830	4,438	12,268	18,976
Motivation	12,531	7,830	-	7,050	14,880	27,411
Work Environment	10,693	4,438	7,050	-	11,488	22,181
Total	29,932	12,268	14,880	11,488	38,636	68,568
Epsilon						31,432

Based on the table above, it can be concluded that the motivation is the highest leverage in influencing job satisfaction with a total effect of 27.411%, while competence is the lowest influential variable on job satisfaction with a total effect of 18.976%. Simultaneously the effect of competency, motivation and working environments on job satisfaction of 68.568% and the remaining 31.432% is influenced by other variables outside the research. The second construct is the impact of job satisfaction on the performance of the apparatus having the effect of 84.640%. As for epsilon value of 0.153, which means that there are still other variables affecting the performance of the apparatus in addition to the factors of job satisfaction. The high impact of job satisfaction on the performance of the apparatus has been confirmed by testing the hypothesis that has been done.

The test results of simultaneous hypothesis of competence, motivation and environment generates significant results with the F-observation equal to 154.396 > 2,650 (F-table). It can be concluded that the hypothesis I about the effect of competence, motivation and working environments on job satisfaction statistically acceptable. Results of testing the hypothesis partially between competence and

job satisfaction shows significant results with values C.R. amounting to 2.120 > 1.960. It can be concluded that the second hypothesis about the effect on job satisfaction caused by competence is acceptable. The results of hypothesis testing between motivation and job satisfaction shows significant results with values C.R. amounting to 2.580 > 1.960. It can be concluded that the third hypothesis about the influence of motivation on competence is acceptable. Results of hypothesis testing between working environment and job satisfaction shows significant results with values C.R. amounting to 3.907 > 1.960. It can be concluded that the hypothesis IV on the effect of the work environment on competence is acceptable. Results of hypothesis testing between job satisfaction and performance of the apparatus shows significant results with values C.R. amounting to 2.099 > 1.960. It can be concluded that the hypothesis V on the effect of job satisfaction on performance of the apparatus can be accepted.

5. CONCLUSION

Employees' competence, motivation and work environment simultaneously have been proved generating effect on employees' job satisfaction. These results indicate that employees' satisfaction can be achieved optimally when driven by these three variables. Employees' competency partially has generated effect on job satisfaction. These results indicate that employees' competence is a determining factor for the achievement of employees' satisfaction. Motivation partially generates effect on job satisfaction. These results indicate that employees' motivation is a determining factor for the achievement of employees' satisfaction. The working environment partially generates effect on job satisfaction. These results indicate that the work environment is a determining factor for the achievement of employees' satisfaction. Job satisfaction partially affects the performance of the apparatus. These results indicate that job satisfaction is one of the determining factors to achieve optimal performance of the apparatus.

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