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## THE INFLUENCE OF LEADERSHIP ON EMPLOYEE WORK DISCIPLINE AT THE GORONTALO CITY EDUCATION OFFICE

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### ABSTRACT

*This study aims to determine the influence of leadership on employee work discipline at the Gorontalo City Education Office. The approach in this study is quantitative with ex-post facto methods. Data collection in this study was carried out by questionnaire. The number of samples was 93 people obtained by the saturated sampling process. Data analysis in this study is a simple linear regression inferential quantitative analysis. The results showed that leadership had a positive and significant effect on the work discipline of employees at the Gorontalo City Education Office with a coefficient of determination of 56.50%. The influence of other variables on employee work discipline amounted to 43.50%, namely goals and abilities, leadership examples, remuneration, justice, inherent supervision (waskat), punitive sanctions, firmness, and humanitarian relations. When the leader implements the ideal leadership function, it will have an impact on the good discipline of employees at the Gorontalo City Education Office, both in terms of attitude discipline and time discipline.*

**Keywords: Employee Work Discipline, Leadership**

### INTRODUCTION

Discipline shows a condition or attitude of respect that exists in employees towards the rules and regulations of the organization. The work discipline of employees / employees is very influential on their work performance. Employee work discipline is not born just like that, because there are factors that are closely related to the discipline, namely leadership. As the opinion (Kasmiaty et al., 2021) that leadership is an influencing process in determining organizational goals, behavioral motivation to achieve goals influences to improve the group and its culture. Leaders can have a big influence in an organization, be it the influence on morale, satisfaction, calmness, and work performance. (Simorangkir et al., 2021) said that leaders must be able to read with feelings, see with conscience how the situation and condition of organizational members, what culture should be developed and what changes should be made at that time. Foresight and wisdom of leaders are part of the traits that must be possessed by a leader in fostering the spirit of work for his subordinates to always be disciplined This research focuses on employees in the Gorontalo City Education Office. The issues regarding discipline are as follows:

**Table 1 Discipline Data**

No	Aspek Disiplin	Persentase Pegawai Tidak Disiplin		
		Januari	Februari	Maret
1	Disiplin Datang	19.13%	12.55%	17.30%
2	Disiplin Pulang	9.35%	7.30%	5.54%
3	Disiplin Aturan	3.56%	1.22%	1.09%
	<b>Average</b>	<b>10.68%</b>	<b>7.02%</b>	<b>7.98%</b>

Source: Civil Service Division at Gorontalo City Education Office

Employee work discipline is still not optimal, and many employees violate the aspect of time discipline, especially when they come to the office. The Gorontalo City Education Office expects the more high employee performance, the more employees who have high performance, the overall productivity of the Gorontalo City Education Office will increase so that the Gorontalo City Education Office will be able to survive in various competitions for promotion and so because discipline is an important measure in employee achievement to carry out high job responsibilities. entrusted.

Findings in the field based on the results of interviews and observations are the presence of employees who are sometimes inappropriate (violating) because they arrive late, go home quickly or rest beyond the stipulated time. Then from the aspect of obedience to rules that often violate discipline, such as smoking in public places and other things. Adherence to work standards is also found, especially in terms of compliance with work SOPs which are sometimes inappropriate, especially in personnel services for teachers in Gorontalo City. Then vigilance is not appropriate so many jobs are done less thoroughly and work not which sometimes happens such as working for personal work but using office facilities. The existence of various phenomena above researchers will conduct more in-depth research with the following title: The Influence of Leadership on Employee Work Discipline at the Gorontalo City Education Office.

## **METHODS**

The location of this research was conducted at the Gorontalo City Education Office. The reason for choosing this research place is because according to researchers this place is easy to reach both in terms of cost and time, making it easier for researchers to collect data and conduct research. The study was conducted in March-July 2023. The approach in this study is quantitative with ex-post facto methods. Data collection in this study was carried out by questionnaire. The number of samples was 93 people obtained by the saturated sampling process. Data analysis in this study is a simple linear regression inferential quantitative analysis. The test is based on a simple regression equation as follows:

$$\hat{Y} = a + b X$$

Description of the formula:

$\hat{Y}$ : Employee work discipline

a : Constant or when price  $X = 0$

b : Regression coefficient

X: Leadership

## RESULTS AND DISCUSSION

### A. Descriptive Statistics

The results of the descriptive analysis for each variable in this study are presented as follows:

#### 1. Leadership Variables

The results of respondents' assessment of Leadership (variable X) are shown in the following table:

**Table 2 Results of Response Assessment on Leadership**

No	Statement			Indicator	Criteria	
	Current	Ideal	%		Current	Ideal
X-1	400	465	86.02%	82.50%	Good	Cukup Baik
X-2	387	465	83.23%		Pretty Good	
X-3	396	465	85.16%		Good	
X-4	368	465	79.14%		Pretty Good	
X-5	361	465	77.63%		Pretty Good	
X-6	378	465	81.29%		Pretty Good	
X-7	388	465	83.44%		Pretty Good	
X-8	398	465	85.59%		Good	
X-9	375	465	80.65%		Pretty Good	
X-10	375	465	80.65%		Pretty Good	
X-11	400	465	86.02%		Pretty Good	
X-12	394	465	84.73%		Good	
X-13	367	465	78.92%		Pretty Good	
X-14	422	465	90.75%		Good	
X-15	401	465	86.24%		Good	
X-16	409	465	87.96%	Good	Baik	
X-17	414	465	89.03%	Good		
X-18	408	465	87.74%	Good		
X-19	405	465	87.10%	Good		
X-20	402	465	86.45%	Good		
<b>Total</b>	<b>7,848</b>	<b>9,300</b>	<b>84.39%</b>		<b>Good</b>	

Source: Processed SPSS 21, 2023

From the table above, the overall answers from respondents regarding leadership are in the good category with a score of 84.39%. This means that leaders at the Gorontalo City Education Office have relevant expertise and knowledge in making good decisions, providing appropriate guidance, and overcoming challenges that arise in the workplace.

**2. Employee discipline variables**

The results of respondents' assessment of employee work discipline (variable Y) are shown in the following table:

**Table 3 Results of Response Assessment About Employee Work Discipline**

No	Statement			Indicator	Criteria	
	Current	Ideal	%		Statement	Indicator
Y-1	398	465	85.59%	81.02%	Good	Pretty Good
Y-2	367	465	78.92%		Pretty Good	
Y-3	367	465	78.92%		Pretty Good	
Y-4	375	465	80.65%		Pretty Good	
Y-5	393	465	84.52%	83.12%	Baik	Pretty Good
Y-6	388	465	83.44%		Pretty Good	
Y-7	375	465	80.65%		Pretty Good	
Y-8	390	465	83.87%		Pretty Good	
Y-9	404	465	86.88%	89.14%	Good	Good
Y-10	414	465	89.03%		Good	
Y-11	416	465	89.46%		Good	
Y-12	424	465	91.18%		Good	
Y-13	394	465	84.73%	85.86%	Good	Good
Y-14	399	465	85.81%		Good	
Y-15	400	465	86.02%		Good	
Y-16	404	465	86.88%		Good	
Y-17	401	465	86.24%	87.31%	Good	Good
Y-18	408	465	87.74%		Good	
Y-19	408	465	87.74%		Good	
Y-20	407	465	87.53%		Good	
<b>Total</b>	<b>7,932</b>	<b>9,300</b>	<b>85.29%</b>		Good	

Source: Processed SPSS 21, 2023

From the table above, the overall answers from respondents regarding employee work discipline are in a good category with a score of 85.29%. This means that employees at the Gorontalo City Education Office tend to have good attendance and adhere to a predetermined work schedule, show good work discipline with attention to time discipline, and employee work attitude discipline over various regulations in the organization.

**Results of Regression Equations and Hypothesis**

Testing The results of simple regression analysis using the help of SPSS are as follows:

**Table 4 Regression Analysis Results**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	22.814	4.039	5.649	.000	
	Kepemimpinan	.648	.060	.751	10.864	.000

Source: SPSS Processed Data 21, 2023

From the results of the analysis above, the regression model between leadership and employee work discipline is as follows:

$$\hat{Y} = 22,814 + 0,648X$$

The t-count value for the Leadership variable is 10.864. The value of the t-table at the level of significance is 5% and the free degree n-k-1 or 93-1-1= 91 is 1.986. If these two t-values are compared, the t-count value is still greater than the t-table value (10.864>1.986). In addition, if we compare the significant value (Pvalue), it can be seen that the Pvalue value (0.000) of this test is smaller than 0.05. So leadership has a positive and significant effect on the work discipline of employees at the Gorontalo City Education Office. Positive results show that when leaders implement ideal leadership functions, it will have an impact on the good discipline of employees at the Gorontalo City Education Office, both in terms of attitude discipline and time discipline. Interpretasi Koefisien Determinasi

The value of the coefficient of determination is a value whose magnitude ranges from 0%-100%. The magnitude of the coefficient of determination (R<sup>2</sup>) is presented in table 5 below:

**Table 5 Coefficient of Determination**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 <sup>a</sup>	.565	.560	6.10986

Source: SPSS Processed Data 21, 2023

Based on the results of the estimation of the regression equation model that has been done above, the value of the R<sup>2</sup> coefficient of determination is 0.565. This value means that 56.50% of employee discipline at the Gorontalo City Education Office is influenced by leadership. The influence of other variables on employee work discipline is 43.50% which according to (Permadi et al., 2018), and (S.P. & Hasibuan, 2019) consists of factors of goals and abilities, leadership examples, remuneration, justice, inherent supervision, punitive sanctions, firmness, and humanitarian relations. Then for the results of the influence per independent variable indicator (leadership) on work discipline are presented in the following table:

**Table 6 Coefficient of Determination of Each Indicator**

Indikator	Nilai Determinasi	
	Value	%
Kepribadian ( <i>Personality</i> ) Pemimpin	0,274	27,40%
Kemampuan ( <i>Skills</i> ) Pemimpin	0,291	29,10%
<b>Koefisien Determinasi Keseluruhan</b>	0,565	56,50%

Source: SPSS Processed Data 21, 2023

Based on the table above, it was obtained that the highest leadership indicator had an influence on work discipline, namely the ability (*Skills*) of the leader with a determination value of 29.10%. Meanwhile, the lowest leadership indicator has an influence on work discipline, namely the Leader's Personality, which is 27.40%. So that in creating work discipline, a skill from the leader so that all employees are able to comply with various rules that have been set.

## DISCUSSION

The results of the descriptive analysis found that the overall answers from respondents regarding employee work discipline were in a good category with a score of 85.29%. This means that employees at the Gorontalo City Education Office tend to have good attendance and adhere to a predetermined work schedule, showing good work discipline. Employees show up on time, respect meeting schedules, and follow administrative procedures related to attendance. Employees who are responsible for carrying out their duties and responsibilities show good work discipline. Employees take initiative, are able to manage tasks well, and have a sense of responsibility for the results of the work produced. Employees who are disciplined in managing resources such as time, energy, and equipment show good work discipline. Employees optimize the use of available resources, maintain the cleanliness and maintenance of facilities, and avoid waste or inefficient use of resources.

The results for each indicator found that the highest indicator was compliance with work standards with an achievement score of 89.14% which was on good criteria which meant that Gorontalo City Education Office employees had a high level of compliance with work standards (standard operating procedures) that had been set so that a job was able to comply with the process standards and output standards set. This indicates that they consistently adhere to established guidelines, procedures, and methods for performing employee duties. Adherence to these work standards can result in consistency in quality and work results.

Meanwhile, the lowest indicators are attendance and compliance with work regulations with scores of 81.02% and 83.12% which are fairly good criteria which means that aspects of attendance and compliance with work regulations by Gorontalo City Education Office employees do not reach the expected standards, where there are still many employees who do not match the

time of coming, resting and returning and sometimes violate the rules made by the organization. So there is a tendency for problems in terms of punctuality of attendance, compliance with working hours, or other rules that apply in the work environment. Non-compliance with these regulations can negatively impact productivity, teamwork, and overall operational efficiency.

Work discipline can be more optimal with good leadership, where effective leadership can provide the direction, motivation, and supervision needed to build a disciplined and productive work culture. This is in the opinion of (Pin et al., n.d.; Rosalina & Wati, 2020) that a good leader will have the ability to organize and monitor the implementation of duties and the level of employee work discipline. (Febriana et al., 2021) said that good leadership involves effective communication between leaders and employees. A leader who is able to communicate well will be able to convey the importance of work discipline to employees. (Puspitasari & Wulandari, 2022) also revealed that leaders can explain the consequences of indiscipline and provide reasons why work discipline is important for organizational success. Leaders can also provide training and development needed to improve employee skills and knowledge in carrying out their duties with discipline (Handayani & Hakim, 2022).

The results of the descriptive analysis found that the overall answers from respondents regarding leadership were in the good category with a score of 84.39%. This means that leaders at the Gorontalo City Education Office have relevant expertise and knowledge in the field they lead. These skills assist leaders in making good decisions, providing appropriate guidance, and overcoming challenges that arise in the work environment. Good leaders also have the ability to motivate subordinates. Leaders are able to identify the needs and desires of subordinates and provide encouragement, praise, and recognition as appropriate to improve team morale and performance. A good leader will provide support, guidance, and training to employees to improve skills and knowledge in carrying out tasks. By providing development opportunities and facilitating employee growth, leaders can strengthen their commitment to discipline and improve overall performance.

The results for each indicator found that the highest indicator was about the ability (Skills) of the leader with a score of 87.90% which was on good criteria which means that the ability or skill possessed by the leader of the Gorontalo City Education Office has good and adequate quality. Furthermore, it means that the leader has the knowledge, expertise, and experience necessary to manage the team or organization effectively. This ability involves aspects such as leadership, communication, decision making, conflict management, as well as technical abilities relevant to a particular field of work.

Then the lowest indicator is the personality of the leader with a score of 82.50% which is on a fairly good criterion which means that the personality of the leader of the Gorontalo City Education Office has not reached the expected standard, where the leader is still unable to manage work based on aspects of emotional ability to improve employee work discipline. Personality includes personal characteristics and traits that shape how a person interacts with others and lives their daily lives. If a leader's personality is perceived as "lacking in kindness," this could mean there are deficiencies in aspects such as empathy, integrity, openness to feedback, ability to adapt, and other traits considered essential in effective leadership.

Meanwhile, the results of a simple regression test found that leadership had a positive and significant effect on employee discipline at the Gorontalo City Education Office with a coefficient of determination value of 56.50%. The influence of other variables on employee work discipline amounted to 43.50% as according to (Permadi et al., 2018; S.P. & Hasibuan, 2019) consisting of factors of purpose and ability, leadership example, remuneration, justice, inherent supervision (waskat), punitive sanctions, firmness, and humanitarian relations. Positive results show that when leaders implement ideal leadership functions, it will have an impact on the good discipline of employees at the Gorontalo City Education Office, both in terms of attitude discipline and time discipline. This result is in accordance with the opinion of (Nani et al., 2022) that bureaucratic behavior will be able to stimulate the success of a policy, where one of the good bureaucratic behaviors is the growth of discipline and good attitudes in an organization.

Abdussamad et al., (2015) said that leadership will be able to improve the kinereja of employees, where this performance can be born with good discipline from employees. So leadership is a very important element so that employees can be more active in working and comply with various rules at work until in the end the work results become better. Abas in (Abdussamad et al., 2015) said that effective leadership can encourage and influence employees to comply with applicable rules, norms, and procedures, thereby increasing overall work discipline. Effective leadership has an important role in shaping the culture of work discipline in organizations. Likewise the research carried out Aneta (2015); Djibran et al., (2021); Isa (2009) Leadership is one of the factors influencing employee work discipline.

The results of this study found that there is a positive and significant influence of leadership on employee work discipline at the Gorontalo City Education Office, which is in line with statements from (Sarkol et al., 2021) found that leadership is able to influence employee work discipline, the same thing is also shown by (Arianto & Setiyowati, 2020) that leadership is a factor that has a very positive impact in improving work discipline. This is also in line with the statement



from (Gum Permana, 2021) that leadership behavior is a consistent pattern of behavior shown by the leader and known by others when the leader tries to influence the activities of others.

Hendrayani (2022) also found that quality-oriented culture-based leadership will tend to make employees always disciplined in carrying out their duties and responsibilities. Leadership plays a crucial role in shaping and influencing work discipline within an organization or team. The influence of leadership on work discipline is essential in creating an orderly, focused, and productive work culture. With good leadership and the right support, team members will feel directed and encouraged to achieve common goals in a disciplined and efficient manner.

## **CONCLUSION**

Based on the results of research and discussion, it can be concluded that leadership has a positive and significant effect on employee work discipline at the Gorontalo City Education Office with a coefficient of determination of 56.50%. The influence of other variables on employee work discipline amounted to 43.50%, namely goals and abilities, leadership examples, remuneration, justice, inherent supervision (waskat), punitive sanctions, firmness, and humanitarian relations. When the leader implements an ideal leadership function, it will have an impact on the good discipline of employees at the Gorontalo City Education Office, both in terms of attitude discipline and time discipline.

Based on the conclusions described above, the researcher provides the following suggestions; The Head of the Gorontalo City Education Office needs to establish effective communication with employees to hear input, complaints, and ideas from employees and involve employees in decision making that affects work discipline. Then set a good example in terms of work discipline with consistent attendance, obeying the rules, and performing duties with professionalism. Then provide rewards, recognition, or incentives for employees who consistently demonstrate a high level of work discipline. This can be an additional motivation for other employees to improve work discipline. It is important for employees to comply with the rules and policies set by the Education Office, actively communicate with superiors and colleagues, manage time well, show initiative in carrying out tasks and support good leadership by supporting the vision and goals of the Education Office. Employees are required to follow the directions and instructions given by superiors, and play an active role in creating a positive and productive work environment. It is important for further researchers to develop this research by adding other variables that have the potential to affect employee work discipline. Then it can also develop data analysis used such as the use of multiple regression, SEM or moderation analysis even researchers can then conduct a comparative analysis of discipline between agencies based on the leadership aspects of the leadership of the agency leaders.

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