

A Translation Analysis of Attitude in the Motivational Book *The 7 Habits of Highly Effective People*: An Appraisal Perspective

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Abstract—This research aims to analyze the types of attitudes as an appraisal system, identify the techniques used in translating them from English to Indonesian, identify shifts in translating this system, and assess the impact of translation techniques on quality. It belongs to descriptive-qualitative research with an embedded case study design. In addition, the current study uses a purposive sampling technique to select its data sources. Moreover, it applies content analysis techniques to obtain linguistic data and FGD (Focus Group Discussion) to gather translation data. The linguistic data refer to attitude as one of the appraisal systems. The translation data refer to translation techniques, shifts, and quality. The study shows that the motivational book contains three main types of attitudes: affect, judgment, and appreciation. Judgment appears to be more frequent in these attitude systems. The study also indicates the strong use of established equivalences. In addition, the study also finds shifts in translation which maintain the meaning of the appraisal. Lastly, the assessment of translation quality reveals that the translation is generally accurate in content, acceptable, and readable.

Index Terms—appraisal, motivational book, translation

I. INTRODUCTION

Since its first publication in 1989, Stephen R. Covey's book *The 7 Habits of Highly Effective People* has become one of the most influential works of motivation worldwide. With over 40 million copies sold globally, this book provides practical guidance for individuals seeking personal and professional effectiveness and creates a broad impact across various aspects of life. Covey presents seven habits designed to transform one's mindset and behavior, ultimately helping readers develop habits supporting long-term goals and overall quality of life improvement.

The book meticulously designs each habit to build a strong foundation in self-management and relationship management and to help readers grasp and apply fundamental principles that lead to success. For instance, the first habit, 'Be Proactive,' underscores the significance of taking charge of our actions and not letting circumstances or others dictate our lives. Other habits, such as 'Put First Things First,' underscore the importance of managing time and priorities astutely. Similarly, 'Seek First to Understand, Then to Be Understood' imparts effective communication strategies.

This book has influenced individuals seeking to improve their quality of life and professionals across various fields who have widely adopted its principles. Many large organizations and companies have incorporated *The 7 Habits* as a training resource for their employees, as the principles taught in this book can be applied to enhance team effectiveness, strengthen leadership, and create a more productive and harmonious work environment. Additionally, this book has become a core teaching material in numerous educational and leadership training programs, helping many individuals develop the skills necessary to succeed in various professional and personal challenges.

Translators are responsible for ensuring that the original text's essence is accurate. One of the most formidable challenges in translating motivational texts is preserving the emotional subtleties of the original. In this book, Covey often employs potent language to elicit a response from the reader, such as 'take responsibility' or 'prioritize.' Translators must meticulously select equivalent terms in the target language that convey the same meaning and similarly inspire the reader.

An important aspect of analysis in this book is the use of an appraisal system, specifically attitude, which includes three main categories: affect, judgment, and appreciation. In this context, attitude functions to convey the author's stance on the various values and habits promoted in the book. These three categories are central to how Covey shapes the reader's

response to the values and habits outlined. *affect* refers to the emotional aspect that can evoke certain feelings or reactions from the reader. At the same time, *judgment* involves the moral evaluation of specific actions or attitudes. On the other hand, *appreciation* emphasizes recognizing or acknowledging qualities or achievements deemed essential for personal effectiveness. Therefore, examining how these three types of attitudes are expressed in the original text and translated into the target language is crucial, as this will influence how readers respond to and internalize the messages conveyed.

Several studies on Appraisal Theory (AT) and translation have been conducted by various researchers (Khrisna et al., 2016; Dong & Lin, 2018; Pan & Liao, 2020). The characterization of Santiago in *The Old Man and the Sea* has been analyzed compared to its three Indonesian translations (Khrisna et al., 2016). A comparison of Ezra Pound's and Xu Yuanchong's translations of the classical poem *Bai Changgan Xing* using appraisal analysis has been made (Dong & Lin, 2018). The role of media in news translation has been critically examined (Pan & Liao, 2020). The appraisal system and graduation in *The Valley of Fear* and its Indonesian translation, *Misteri Lembah Ketakutan*, have been researched (Rusyfa et al., 2022). The attitude system in the Sundanese version of the COVID-19 guidelines has been explored (Istiningdias et al., 2021). These studies showed that *affect* was the most commonly used type of appraisal, followed by *judgment* and *appreciation*. Techniques for adjusting the realization of *affect* in translations have also been studied (Zain et al., 2018). Translation using appraisal theory in online report texts has also been widely researched (Irlinda et al., 2016; Ananda et al., 2019; Suryaningtyas et al., 2019; Kaili, 2021). Irlinda et al. (2016) argue that translations reflect the author's subjectivity, views, and opinions. Shifts in attitudinal expressions between the source and target languages can identify the translator's subjectivity and may even lead to propaganda in translational news reporting (Boéri & Fattah, 2020). Mirzaaghabeyk (2002) also examined the use of the appraisal system in President Trump's speeches and found that the attitude-type *affect* was the most prevalent in Trump's speeches. Therefore, the translator must ensure that the target language expressions align as closely as possible with those of the source language (Mirzaaghabeyk, 2022).

Translation studies on the appraisal system in literary texts have also attracted attention from scholars. However, their focus has generally been on exploring attitude aspects such as *judgment*, *appreciation*, and *resources of engagement* (Aji et al., 2017; Auni & Dewi, 2022; Finalia, 2022; Alsina et al., 2017). Research on attitude aspects has shown that translators often use more explicit expressions in their translated versions (Dong & Lin, 2018; Jusry & Cahyono, 2021). These studies suggest that the translator's cultural background and different translation approaches are key factors contributing to deviations in the translated versions from the original text. Studies on translation techniques indicate that specific techniques can lead to varying translation quality, ranging from good to poor (Zhaoying, 2017; Syahputri et al., 2021). Based on the findings of previous studies, there has been limited focus on the emotional dimension in translation research.

This study aims to fill this gap by analyzing the use of attitude in *The 7 Habits of Highly Effective People* and its translation. The primary goal of this research is to explore how attitudes expressed in the original text and its translation can influence readers' positioning across different cultural contexts. Additionally, this study examines the translation techniques used to convey the meaning of attitudes and how these techniques may lead to shifts in the reader's understanding of the message.

II. METHODOLOGY

This study examines and evaluates the appraisal system's translation in the motivational book *The 7 Habits of Highly Effective People*. This research focuses on meaning reconstruction from the source language (SL) to the target language (TL). Although the object of this study pertains to a single domain, it connects two distinct social/cultural phenomena: the shift in meaning that occurs in translation involving the values contained in the text. Therefore, the research design chosen is a single embedded case study, predetermining the analysis unit, namely the appraisal system in the attitude component.

As a theoretical foundation, this study employs appraisal theory as the primary analytical tool to identify texts containing appraisal systems, focusing on the key component of attitude. In qualitative research, the location is not always geographic or demographic; it can also refer to media such as films, novels, books, and others (Santosa, 2017). In line with this thinking, the research location must fulfill three basic elements: place, participants, and events (Spradley, 1980). The researcher selected the motivational book *The 7 Habits of Highly Effective People* by Stephen R. Covey as the research media. This research took the book as a data source since it has become one of the best-selling books globally, and its Indonesian translation has also become a bestseller (Gordon, 2007). The book was translated by Budijanto, with Lyndon Sahputra serving as the proofreader.

The sample analyzed in this study consists of motivational texts containing appraisal systems, which were selected using purposive sampling. The data used in this research consists solely of primary data, specifically the texts containing appraisal systems, focusing on the attitude component. Furthermore, the translation data analyzed covers three aspects: the translation techniques used in translating the appraisal system, the shifts of the appraisal system, and the quality of the translation assessed through a Focus Group Discussion (FGD) with experts and informants.

The data sources for this study consist of 13 book sections comparing the source language (SL) and target language (TL) texts and informants who are experts in the field as raters.

This study employed triangulation to ensure the data's validity and credibility. The first triangulation was source triangulation.

It aims to collect motivational texts containing appraisal systems in *The 7 Habits of Highly Effective People* in both the SL and TL versions and to compare this data with input from these knowledgeable informants to assess translation quality. The second triangulation was method triangulation, combining data collection methods, including Focus Group Discussions (FGDs) with experts and informants, to reinforce the data obtained through the data matrix.

In terms of data analysis, this study adopted the comprehensive analysis stages of Spradley's model, which consists of four main stages: domain analysis, taxonomic analysis, componential analysis, and cultural theme analysis (Sugiyono, 2006; Santosa, 2017). In order to delve deeper into the meanings in the text, this research used these four stages. Through these, the pattern showed how translation shifts affect the understanding of the appraisal system in different social/cultural contexts, ensuring a thorough examination of the data.

III. RESULTS

Attitude

The data analysis results show that the findings have practical implications for understanding the appraisal system in the motivational book *The 7 Habits of Highly Effective People*. The judgment system, serving as an evaluative tool for assessing human character, is the most frequently used, with 425 data points (44.9%). Understanding and applying the judgment system can be particularly effective in evaluating human behavior and character. Appreciation for evaluating objects and phenomena ranks second, with 351 instances (37.1%), while using affect to assess human feelings/emotions is found in 170 instances (18%). A comparison of their usage can be seen in the differences illustrated in Figure 1 below, providing a practical guide for understanding the book's content.

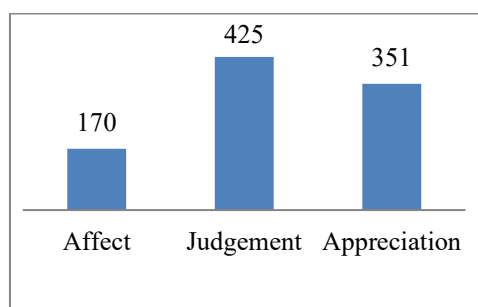


Figure 1. Types of Attitudes in the Motivational Book *The 7 Habits of Highly Effective People*

The researchers found that the motivational text predominantly uses judgment (425: 44.9%) as an evaluative tool for assessing human character and also contains appreciation (351: 36.9%) for evaluating various objects or phenomena. The text also includes affect (170: 18%) for evaluating human feelings and emotions. The data in Figure 1 above support these findings and indicate that the appraisal system is closely related to the topics discussed in the motivational book, keeping the audience engaged and connecting to the text.

Out of 13 topics, each category has distinct characteristics regarding the appraisal system used. From the data presented in Figure 1 above, a clear tendency emerges: judgment is dominant in 7 (seven) sections of the book (Acknowledgement, The Personality and Character Ethics, Overview of the 7 Habits, Habit 1: Be Proactive, Habit 3: Put First Things First, Habit 4: Think Win/Win, and Habit 5: Seek First to Understand, Then to Be Understood). This dominance of judgment in these sections suggests a focus on evaluating human character and behavior. On the other hand, appreciation is dominant in 5 (five) sections of the book (Praise For, The Power of Paradigm, Habit 2: Begin With The End in Mind, Habit 6: Synergize, and Habit 7: Sharpen the Saw). This dominance of appreciation in these sections suggests a focus on evaluating and valuing various objects or phenomena. The data also shows that the motivational text contains an aspect of feeling (affect), which in this study is predominantly found in the section titled "Paradigms and Principles".

Translation Techniques

The findings from the identification of translation techniques used by the translator in reconstructing the motivational text with an appraisal system lead to the conclusion. There is no single method for transferring meaning and message from the source language (SL) to the target language (TL), except for elementary texts. After comparing the translation and the original text, this research found several techniques to render the attitude systems. The frequency of translation techniques applied in *The 7 Habits of Highly Effective People* varies, depending on the text's section.

In the section "Praise For," the translator employs eight translation techniques: established equivalent, reduction, discursive creation, pure borrowing, modulation, amplification, transposition, and description, with established equivalent being the most dominant technique (83.5%). In the "Acknowledgement" section, the translator applies seven translation techniques to transfer the appraisal system's meaning: established equivalent, transposition, reduction, naturalized borrowing, modulation, amplification, and generalization. In the "Paradigms and Principles" section, the translator uses seven techniques, with established equivalent dominating (103 out of 118 cases, or 87%). In contrast, techniques such as modulation (6 times), reduction (5 times), naturalized borrowing, transposition, discursive creation, and generalization are each used once. In the "The Personality and Character Ethics" section, the translator uses 10 translation techniques, with established equivalent being the most dominant (181 out of 205 cases). In contrast, other techniques such as reduction,

modulation, and naturalized borrowing are also used, though with limited frequency. Translation techniques like transposition, calque, discursive creation, generalization, description, and variation are each used only once.

The translator uses seven techniques when translating the "The Power of Paradigm" section, with the established equivalent dominating (191 out of 210 cases). This technique significantly impacts the quality of the translation of the appraisal system, as it ensures a faithful representation of the original text. Other techniques, such as reduction (7 cases), naturalized borrowing (4 cases), and discursive creation (3 cases), are also employed, while the translator limitedly applied modulation, pure borrowing, and description. However, some techniques, like reduction (7 cases), tend to lower the translation quality. In the "Overview of the 7 Habits" section, the translator uses five techniques, with established equivalent being the dominant technique (93% of 221 cases). In addition, there are five uses of reduction and naturalized borrowing each, while techniques like transposition and modulation are each used 3 times, albeit with limited frequency.

In the "Be Proactive" section, the translator used 10 translation techniques, with established equivalent being dominant (73 out of 108 cases). For instance, in the case of amplification, the translator might have added additional information to clarify the meaning. Techniques such as transposition (nine cases) shift the order of words or phrases. Reduction and borrowing (five cases each) are also employed. In contrast, there are limited uses of techniques like modulation, linguistic amplification, linguistic compression, calque, and particularization. The use of the established equivalent technique contributes significantly to the quality of the translation of the appraisal system in explaining the first habit. In the "Begin with the End in Mind" section, the translator used five techniques, with established equivalent still being dominant (101 out of 158 cases). In contrast, techniques like transposition (12 cases), amplification (10 cases), naturalized borrowing (10 cases), and reduction (12 cases) are used with limited frequency. Other techniques, such as cognitive modulation (five cases), pure borrowing (three cases), description (two cases), and discursive creation (one case), are also employed.

In the "Put First Things First" section, the translator uses eight techniques, with established equivalent dominating (26 out of 47 cases). In contrast, reduction, transposition, and amplification techniques are also employed, while naturalized and pure borrowing techniques are utilized, albeit infrequently. In "Think Win-Win," the translator uses seven techniques with established equivalent dominance (42 out of 62 cases). However, reduction, though used with the least frequency, leads to a shift in meaning from appraisal to other interpretations. In the "Seek First to Understand" section, the translator uses five techniques, with established equivalent dominating (78 out of 97 cases). In the "Synergize" section, the translator employs seven techniques, with established equivalent remaining dominant (90 out of 120 cases). At the same time, reduction and naturalized borrowing emerge, followed by techniques like transposition, amplification, and modulation with limited frequency. Finally, in the "Sharpen the Saw" section, the translator used eight techniques, with established equivalent dominating (58 out of 72 cases). In contrast, techniques like reduction, amplification, naturalized borrowing, transposition, and modulation appear with limited use.

The impact of translation techniques

The use of several translation techniques has led to shifts in the quality of attitude. However, the techniques preserve the meaning of appraisal. Five techniques contribute to these shifts in the quality of attitude: transposition, reduction, modulation, generalization, and discursive creation. Although there are shifts in the quality of attitude, the meaning of appraisal remains intact, and no technique is overly dominant in each category. These shifts occur due to several reasons, as follows:

1. The translator makes structural adjustments through transposition from the source language (SL) to the target language (TL).
2. The translator performs semantic adjustments through the reduction of the SL.
3. The translator makes semantic adjustments by weakening the meaning (modulation) into the TL.
4. The translator makes semantic adjustments through discursive creation in the TL.
5. The translator performs semantic adjustments by generalizing the meaning.

The findings of this study show that five factors can cause shifts in the quality of attitude in the translation of appraisal systems. In the five cases of shift, the translation quality of attitude systems decreases, although the forms of attitude systems remain unchanged. The following excerpts exemplify the types of adjustment made by the translator that resulted in a shift in the quality of attitude (affect, judgment, and appreciation).

- **Shifts in the Quality of affect, but the Appraisal Meaning Remains Unchanged.**

This shift occurs because the translator makes a transpositional adjustment in the form of affect quality, changing the affect disposition to affect surge, as illustrated in the following example:

Example 1:

SL: Proactive people aren't pushy. They're smart, they're value-driven, they read reality, and they know what's needed.

TL: *Orang proaktif tidak suka memaksa. Mereka cerdas, digerakkan oleh nilai, membaca realitas, dan mereka tahu apa yang dibutuhkan*

In the example above, the translator adjusts the structure by transposing from a realis affect disposition ("are not pushy") to a realis affect surge ("tidak suka memaksa"). The adjustment is made by changing the adjective to a verb.

- **Shifts in the Quality of 'judgement', but the Appraisal Meaning Remains Unchanged.**

A shift in the quality of attitude also occurs with the judgment system, even though the meaning of the appraisal remains unchanged. There are several reasons why this shift happens, such as when the translator reduces or generalizes meaning. Here are some examples:

Example 2

SL: He developed an engaging and guileless personality (social sanction veracity).

TL: *Ia mengembangkan kepribadian yang memikat dan wajar (Social esteem normality).*

In Example 1 above, the meaning shifts from SL to TL. The translator generalizes the meaning of the judgment system, changing "social sanction, veracity (guileless: innocent)" into "social esteem, normality (wajar)".

- **Shifts in the Quality of Appreciation, but the Appraisal Meaning Remains Unchanged**

Shifts in the quality of attitude also occur with the appreciation system, although the meaning of appraisal does not change. These shifts occur for several reasons, including the translator's use of reduction, modulation, and discursive creation in relation to the meaning in the SL. The following are examples:

Example 3

SL: The 7 Habits of Highly Effective People suggest a discipline for our personal dealings with people which would be undoubtedly valuable if people stopped to think about it.

TL: *Tujuh kebiasaan manusia yang sangat efektif menyarankan suatu disiplin bagi urusan pribadi kita dengan orang yang akan menjadi jelas pada saat orang berhenti dan mau berpikir tentangnya.*

The quality of appreciation shifts from valuation (+) to reaction quality (+): "would be undoubtedly valuable (valuation)" shifts to "akan menjadi jelas (reaction quality)." This shift happens because the translator applies discursive creation, changing "undoubtedly valuable" to "jelas".

After comparing the techniques used with the evaluation results from expert readers (raters) and target readers, the researchers found that 691 data points (73.1%) show consistency in the assessment across accuracy, acceptability, and readability aspects. The accuracy level is 2.84, as evaluated by the expert readers who validated the techniques and were proficient in both the source language (ST) and the target language (TT). Meanwhile, the acceptability score is 2.93, evaluated by experts in subject matter and TT culture. At the same time, the target readers, who do not have access to the ST, give an average score of 2.938, which is higher than the assessment by the expert readers. This figure suggests that the discrepancy in scores is not significantly different between the evaluators. In this case, the established equivalent technique contributed the most positively to the quality of the appraisal system translation, indicating a promising potential for improving translation quality. However, there are still data where the quality decreased due to techniques such as discursive creation, modulation, reduction, transposition, generalization, calque, description, variation, and amplification.

IV. DISCUSSION

This motivation, both in the form of social esteem and social sanction, can be interpreted in the book as showing aspects of human normality (+). Social esteem and social sanction function to convey the message that people who are considered special and successful are the ones who are highly effective, highly proactive, highly interdependent, highly integrated, etc. On the other hand, normality (-) in this study is used to explain the opposite condition: if the esteem criteria associated with normality (+) do not align, then the characteristics described by Covey as ineffective, reactive, dependent, and flawed will become evident.

In line with this study's findings, research on argumentative essays in English and Chinese found that English essays used judgment more frequently than appreciation and affect. In contrast, Chinese essays used more appreciation than judgment and affect (Xinghua & Thompson, 2009). When considering the scientific justification behind this finding, the difference is due to cultural variations between written works in English and Chinese. Similarly, the background of Stephen R. Covey, the author of *The 7 Habits of Highly Effective People*, is rooted in American education and culture. Thus, his interpersonal communication strategy emphasizes judgment over appreciation or affect.

Another study that analyzed ideology in punkzine columns found that the use of judgment was higher than appreciation and affect (Widya, 2008). Similarly, a study on the attitudes and characteristics of characters in a novel found the same pattern as in this study (Sutrisno, 2013). The study on the appraisal system in political campaign banners in Bogor districts and cities also showed the dominance of judgment (Sukma, 2018). These findings have significant implications, suggesting that judgment is the most prominent subcategory because political campaigns inherently offer 'services to lead,' inseparable from ideal evaluations of human behavior (society).

These studies highlight that judgment appears more frequently when the research evaluates a character's traits, morality, ideology, or argumentative texts than the other two attitude systems. Although appreciation is not as frequent as judgment, it still appears in five sections of the book, as it also evaluates things, people, and phenomena within a community.

In this motivational book, the type of appreciation most frequently used is valuation (+, -), particularly when discussing the benefits of private and public victory for individuals and organizations. Covey attempts to communicate the advantages of the seven habits of highly effective people for public organizations/companies. The findings of this study also explain that this motivational text tends to talk about the benefits (worth) of Think Win-Win (habit 4). Otherwise, there will be other people or individuals who become victims. Therefore, if the opposite happens, it will result in valuation (-) and have a negative impact on a person.

The findings of this study justify that five sections of the book, namely (1) Praise For, (2) The Power of Paradigm, (3) Habit 2, 6, and 7, Covey's seven habits are portrayed as something worthy of appreciation to become a highly effective person. In this case, the appreciation found in this book is mainly in the form of valuation (+), especially in Section 1,

titled "Praise For," which contains testimonials from various readers who provide feedback about the book's benefits for individuals and organizational communities. As is known, the readers of this book include authors, political figures, business practitioners, academics, and so on. The appreciation expressed is also in the form of reaction quality (+), reaction impact (+), and also related to composition (balance +), which explains their reactions to the quality of this book, including its impact on humans in achieving success.

The results of this study reveal that appreciation becomes dominant in several sections of the book, especially in Section 1 (Praise For). This section highlights appreciation from various well-known figures who have recognition, trust, and respect from society. Thus, this book deserves an endorsement as part of the book's marketing strategy. Appreciation is a resource to express a taste for aesthetics, whether liked or disliked (e.g., adjectives like beautiful, unattractive, yummy, simple, and so on.) (Martin & White, 2005). Furthermore, the early part of the book (Praise For) clearly illustrates a very positive interpersonal metafunction between the readers and the author. Additionally, the figures who evaluate and assess the book are world-renowned figures and best-selling authors, which greatly enhance the promotional strategy of the book by featuring famous personalities and best-selling authors responding to the book. It maximizes the quantitative and qualitative promotion goals and target audience reach (as per SKKNI No. 124, 2018, regarding Book Publishing).

A similar study, titled *Using Appraisal Groups for Sentiment Analysis*, invites readers to explore the world of movie reviews by classifying the texts into two polarities: 'positive' and 'negative,' in line with the appraisal theory (Whitelaw et al., 2005). The researchers rigorously tested the effectiveness of adjectives in creating a taxonomy for sentiment analysis in movie reviews published in society. Their findings, based on a standard test of 1000 positive and 1000 negative reviews, with a 3-star or 5-star rating for neutral and positive reviews, revealed a significant improvement in the accuracy of movie reviews. This breakthrough enabled the creation of a taxonomy of adjectives used in reviewing films, empowering readers to understand and apply the study's insights to their analysis of movie reviews.

Upon reviewing the types of appreciation present in this motivational book, there are three types of appreciation: reaction (impact and quality), composition (balance and complexity), and valuation (significance and benefit), each with its respective polarities. As seen in the findings of this study, the motivational text demonstrates reaction impact (+), which explains that the principles/paradigms introduced by Covey have a positive impact when harmonized with these principles. However, if those principles are ignored, they will have a negative impact on a person (reaction impact (-)). Meanwhile, reaction quality (+) is used to explain the readers' reactions to this motivational book (e.g., "a remarkable book"), and reaction quality (-) indicates that every breakthrough is crucial for achieving success, as Covey explains that scientific findings initially break away from old traditions or ways of thinking.

Furthermore, appreciation is crucial in elucidating the intricate balance of composition. In the motivational text, the concept of composition balance (+) unveils the readers' perception of the book as a harmonious amalgamation of diverse ideas. Conversely, composition balance (-) delineates how numerous expert opinions tend to compartmentalize ideas, thereby impeding success. The third facet of appreciation, valuation, is instrumental in assessing the utility of objects and phenomena. For instance, a positive valuation elucidates the advantages of the seven habits for human success. On the other hand, a negative valuation underscores that failing to apply these seven habits consistently can render a person's life unproductive or meaningless.

Examining the role of affect in this motivational book, we find that while it may not be the central narrative element, it plays a significant role alongside judgment and appreciation. Irrealis affect, which encompasses the anticipation of fear and desire yet to be realized, is used to predict the future. This is because the anticipation of the future often begins with the irrealis affect. Therefore, to articulate something yet to occur and is merely a projection of worry and desire, the author expresses it as a behavioral surge, using verbs or verb phrases. However, the nature of affect is also manifested as a mental emotion (emotional disposition), which is realized as an adjective.

Realis affect, while not the dominant form of affect in the text, is still prevalent. The three categories of realis affect — un/happiness, in/security, and dis/satisfaction — all find their place in the text. However, in/security is used more frequently than un/happiness or dis/satisfaction. Dis/satisfaction, while not extensively used to explain the seven habits, does appear in the text to describe feelings of boredom (ennui, displeasure) and satisfaction (satisfaction, admiration). These emotional states are effectively conveyed through behavioral surge and emotional disposition, shaping the reader's emotional response to the text.

The findings of this study show that in explaining the seven highly effective habits, Covey not only presents these habits as practical strategies for personal and professional development but also communicates his message, even though in a small portion, through emotional expressions. He attempts to touch the readers' feelings, making the habits more relatable and engaging. Although judgment is quite dominant in this book, it cannot be denied that the author also tries to touch the readers' emotions when presenting societal cases, including when Covey talked about his disappointment when his child did not grow up as he had hoped (Gordon, 2007; Butler, 2011). In the motivational text examined in this study, it can be identified that positive polarity is used to explain that positive feelings will strengthen happiness, security, and satisfaction. In contrast, negative feelings will result in dissatisfaction, discomfort, and unhappiness.

Further research reveals that affect tools are not limited to literary works but are also employed in analyzing criminal news in the *Meteor* and *Suara Merdeka* newspapers. Journalists use affect evaluation to dramatize criminal events, engaging readers while presenting the facts of the crime with a sense of judgment (Suherman, 2008). Affect plays a crucial role in this process as a source for expressing emotional states and both positive and negative responses (Martin & White,

2005). This understanding sheds light on the fact that even in a highly rational work like *The 7 Habits of Highly Effective People*, unfulfilled desires (irrealis affect, desire) and human fears (irrealis affect, fear) still surface.

Moreover, the data from this study also illustrate that applying the seven highly effective habits is closely tied to feelings of security and happiness during its implementation and dissatisfaction when the implementation falls short. In Covey's book, affect is realized through emotional verbs (worried, desperately need, really like), action adverbs (really focus, consciously worked, share deeply), and adjectives (grateful, sure, painful), among others. The translation techniques used by the translator in reconstructing the meaning of *The 7 Habits of Highly Effective People* are commendable efforts to help readers fully grasp the book's content.

The findings of this study reveal that the most dominant technique used by the translator is the established equivalent technique. This technique involves finding a word or phrase in the target language that closely matches the meaning of the source language, thereby maintaining the text's original intent. However, the translator also employed various other techniques to reconstruct the meaning from the source language (ST) to the target language (TT), such as the reduction technique, followed by naturalized borrowing, amplification, modulation, and others. From the data found, the use of reduction and transposition was partly due to the translator's difficulty in finding equivalent meanings, and borrowing was employed to maintain some technical terms. However, adjustments were made to the morphology and phonology of the terms in the target language.

Another significant observation from this study is the use of the borrowing technique. While some may consider it unnatural, the translator's use of this technique to retain specific terminologies is a reassuring reminder of the inevitability of borrowing in translation. This issue has been critiqued by several translation experts, who argue that borrowing words is a deviation in translation. However, the reality is that no language is genuinely original. Over half of English's vocabulary comes from languages worldwide, e.g., tomato from Spanish, a thug from Hindi, kimono from Japanese, and taboo from Polynesian languages in the South Pacific. Borrowings are the lexical lifeblood of all languages (Porter, 2005). Thus, the borrowing technique is an unavoidable and necessary part of conveying the message from ST to TT.

Furthermore, according to many experts, translation is fraught with conflicts of interest, depending on individual priorities. For instance, fidelity to the original manuscript is crucial in translating sacred texts. However, for other types of translation, the reader's perspective might take priority, so the translation should be adapted to the reader's knowledge (reader-oriented). This commitment to the reader's perspective clearly demonstrates the translator's respect for the audience, making them feel considered and respected. In this regard, "translating involves a conflict of interests; it is all a question of where one's priorities lie" (Hatim & Mason, 1993, p. 17)

Overall, the data collected by the researcher and the data processing results reveal the intricate nature of the translation process. The translator adeptly employed a diverse range of 16 of the 18 translation techniques, each with its unique purpose and effect, albeit with varying frequency (Molina & Albir, 2002). Techniques such as pure borrowing, discursive creation, and linguistic amplification were utilized. In contrast, others were employed with less frequency, including variation, explicitation, generalization, literal translation, linguistic compression, calque, particularization, description, and adaptation.

In this case, the researcher notes that delivering motivational meanings, whether in the form of values, aspirations, or incentives, requires methods combining several techniques. A combination of various translation techniques is needed to convey and reconstruct the meaning of motivation. In transferring meaning and motivational messages, the translator sometimes needs to amplify by adding and paraphrasing, but at other times, cognitive modulation, reduction, and transposition are necessary. These techniques make it easier for readers to understand the reconstructed message. This aligns with previous studies on translation quality assessment, as examined by various researchers (Brida, 2015; Setyaningsih, 2015; Sukirmiyadi, 2014).

V. CONCLUSION

In motivational texts, judgment is used more frequently than appreciation and affect. This is because motivational texts often discuss human character. Meanwhile, appreciation characteristics are more dominant in valuation (+) and reaction quality (+), which endorse the book and clarify the benefits of the seven habits for human success. In contrast, the negative polarity (valuation (-)) explains the low quality and benefits gap.

The conclusion related to affect is that irrealis affect is used to evaluate the author's unfulfilled desires. In contrast, realis affect, with the security (+) category, is used more often because the motivational text with the seven habits aims to achieve security, happiness, and satisfaction. Conversely, insecurity, unhappiness, and dissatisfaction will arise without implementing the seven habits.

Out of the eighteen techniques described by Molina and Albir, only sixteen techniques were used by the translator to reconstruct the meaning from ST to TT. The most dominant technique used is the established equivalent technique. Based on the findings, the techniques of reduction, transposition, amplification, modulation, and discursive creation led to less accurate translations, resulting in shifts in meaning and form. Additionally, the level of acceptability is also closely related to accuracy, where an accurate translation is directly proportional to the readability and acceptability of the translation.

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